

Your Guide to FEMA



Helping You to Help Others

February 2007: This Version Replaces All Previous Versions

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Section 1:

WHY DOES FEMA EXIST?

FEMA history

- Until 1950 no formal standing legislation existed for disaster relief.
- In 1950 Congress passed the Federal Disaster Relief Act, which authorized the President to provide supplementary federal assistance when requested by a Governor.
- In 1974 the Robert T. Stafford Disaster Relief and Emergency Assistance Act governing key aspects of the federal relief effort and firmly establishing the process for Presidentially declared disasters was passed.
- From 1976 to 1980 the federal Government extensively evaluated its disaster relief programs to determine which programs could be combined to increase efficiency and save money.
- In 1979 President Carter created FEMA by consolidating a number of programs that were operated by different federal agencies.
- In 2003 Homeland Security Presidential Directive #5 creates and organizes the Department of Homeland Security, into which FEMA is placed with 22 other Federal agencies, programs and offices.
- Read more at <http://www.fema.gov/about/history.shtm>

The Disaster Law

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), PL 93-288 as amended, defines and authorizes FEMA's disaster activities. Under the Stafford Act, assistance is provided when the President declares a major disaster or emergency. Before a declaration is made, State and local governments must show that the situation overwhelms their resources and that Federal assistance is needed as a supplement to their available capabilities and resources. <http://www.fema.gov/about/stafact.shtm>

Key features of the Stafford Act

- State and local governments have the primary responsibility to respond to a disaster.
- Federal assistance is designed to supplement the efforts and available resources of State and local governments and voluntary relief organizations in alleviating the damage, loss, hardship, or suffering resulting from a disaster.
- FEMA may task any federal agency, with or without reimbursement, to provide assistance to State and local disaster efforts in a Presidentially declared disaster.

There have been a few revisions and amendments to the Stafford Act over the years. Read the Stafford Act to gain a thorough understanding of FEMA's mandates.

FEMA Mission

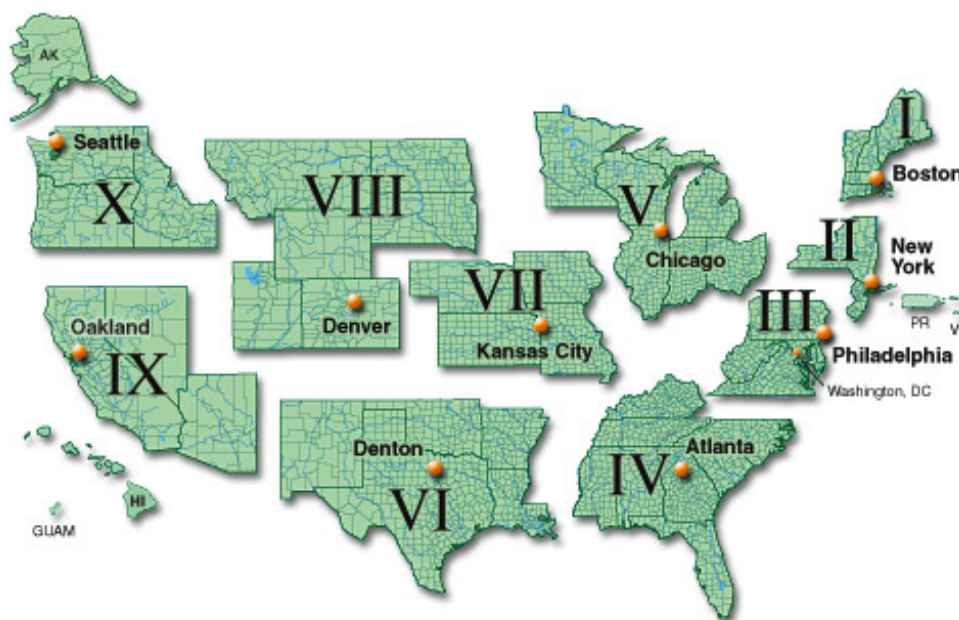
The Federal Emergency Management Agency (FEMA) mission is to reduce loss of life and property caused by disaster, terrorism or weapons of mass destruction; protect the nation's critical infrastructure from all hazards and organize and support a comprehensive emergency management program encompassing mitigation, preparedness, response and recovery measures.

FEMA Purpose

The main purpose of the FEMA is to provide disaster assistance to individuals and communities. FEMA does not assume total responsibility for disaster assistance but does assume the role of coordinating Federal, State, and local efforts when a Federal disaster is declared.

FEMA Regions, Offices and Facilities

FEMA consists of a Headquarters office in Washington, D.C., and several processing facilities. Each region has a central Regional Office headed by a Regional Director. The chart below has more information about the regions.



FEMA Regions

Region	Regional Office	States
I	Boston, MA	Connecticut, Maine, Massachusetts, Rhode Island, Vermont, and New Hampshire
II	New York, NY	New Jersey, New York, Puerto Rico, and the Virgin Islands
III	Philadelphia, PA	Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, and West Virginia
IV	Atlanta, GA	Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee
V	Chicago, IL	Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin
VI	Denton, TX	Arkansas, Louisiana, New Mexico, Oklahoma, and Texas
VII	Kansas City, MO	Iowa, Kansas, Missouri, and Nebraska
VIII	Denver, CO	Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming
IX	Oakland, CA	American Samoa, Arizona, California, Guam, Hawaii, Nevada, Commonwealth of Northern Mariana Islands, Federated States of Micronesia, Marshall Islands, and Palau
X	Bothell, WA	Alaska, Idaho, Oregon, and Washington

Territorial concept guidelines

What it is

- A three territory concept based on the following regional configuration:
 - Eastern Territory - Regions I, II, III, and IV
 - Central Territory - Regions V, VI, VII
 - Western Territory - Regions VIII, IX, and X
- Institutionalization of sharing resources in all programs and thereby increasing FEMA's ability to deal with "surges" in the workload of a particular region.

- Redefinition of core programs and functions to be performed in each region; due to resource limitations, not all regions can continue to perform the same programs and functions currently viewed as “core”.

What it isn't

- An expectation that additional resources will be provided to the regions or territories to carry out the territory concept—regions and territories will compete for vacancies and resources through established agency processes.
- Full Time Equivalent (FTE) and resources **will not be** transferred from headquarters or among regions and territories to support the territory concept.
- Maintenance of the status quo—functions and processes must be consolidated and streamlined within the territories to maximize resource limitations.
- Increased use of Disaster Relief Fund Resources.

Strategies for implementation

- Formalize and institutionalize mutual support and cooperation between regions, specifically within each territory.
- Create an environment of sharing rather than ownership.
- Create a broader base for mission accomplishment and problem solving.
- Share the talent and skills of staff where resources do not exist to meet regional needs.
- Promote better collaboration among regions in sharing of innovative ideas and finding solutions to problems common to other regions.
- Provide economies of scale in administrative processes and program delivery, e.g., shared use of SOPs, consolidation of administrative functions, develop expertise in a particular function, transfer of knowledge in program areas.
- Provide a more effective means for implementing the Strategic Plan, such as:
 - Reinforcing and enhancing multi-state arrangements such as state mutual aid compacts, etc.
 - Enhance pre-disaster cooperation among regions and states regarding hazards that are common to more than one region.

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Section 2:

**WHAT IS THE DISASTER
DECLARATION PROCESS?**

**WHAT IS THE NATIONAL
INCIDENT MANAGEMENT
SYSTEM (NIMS)?**

**WHAT IS THE NATIONAL
RESPONSE PLAN (NRP)?**

What is the Disaster Declaration Process?

A Presidential disaster declaration is the result of a legal process involving specific steps taken by local, State, and federal governments. A State (the Governor) must request federal disaster assistance.

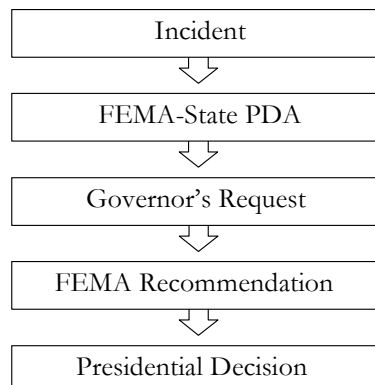
Preliminary damage assessment

After a disaster occurs, a State may determine that effective response may exceed both State and local resources, in which case the State may request a joint Preliminary Damage Assessment (PDA). The PDA is a local, State, and Federal survey to estimate the extent of the disaster damage and its impact on individuals and public facilities.

Steps for disaster declaration

After the PDA is complete, the Governor determines if Federal disaster assistance is needed. If the Governor decides to request Federal assistance, the Governor submits a request to the President through the FEMA Regional Director. The FEMA Director makes a recommendation to the President. The President makes the final decision to declare or deny this request. The steps are as follows:

THE DECLARATION PROCESS



Requesting a disaster declaration

In order to request a disaster declaration, a State must have implemented its emergency response plan. The Governor's request must include the following:

- describe the incident, time of occurrence and areas being requested for assistance.
- confirm implementation of the State Emergency Plan.
- certify that the disaster exceeds state and local resources and that supplemental federal assistance is needed.
- specify state and local resources that have been or will be committed to disaster-related work.
- provide an estimate of type and amount of assistance needed under the Stafford Act.
- certify that the cost-sharing provisions of the Stafford Act will be met.
- designate the State Coordinating Officer.
- be submitted within 30 days after the incident.

What is that National Incident Management System?

On February 28, 2003, President Bush issued Homeland Security Presidential Directive–5. HSPD–5 directed the Secretary of Homeland Security to develop and administer a National Incident Management System. NIMS provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents.

NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. The intent of NIMS is to:

- Be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity.
- Improve coordination and cooperation between public and private entities in a variety of domestic incident management activities.

Why Do We Need a National Incident Management System?

Emergencies occur every day somewhere in the United States. These emergencies are large and small and range from fires to hazardous materials incidents to natural and technological disasters. Each incident requires a response. Whether from different departments within the same jurisdiction, from mutual aid partners, or from State and Federal agencies, responders need to be able to work together, communicate with each other, and depend on each other. Until now, there have been no standards for domestic incident response that reach across all levels of government and all emergency response agencies.

The events of September 11 have underscored the need for and importance of national standards for incident operations, incident communications, personnel qualifications, resource management, and information management and supporting technology.

NIMS Concepts and Principles

NIMS provides a framework for interoperability and compatibility by balancing flexibility and standardization:

- NIMS provides a **flexible** framework that facilitates government and private entities at all levels working together to manage domestic incidents. This flexibility applies to all phases of incident management, regardless of cause, size, location, or complexity.
- NIMS provides a set of **standardized** organizational structures, as well as requirements for processes, procedures, and systems designed to improve interoperability.

NIMS Components

NIMS is comprised of several components that work together as a system to provide a national framework for preparing for, preventing, responding to, and recovering from domestic incidents. These components include:

- Command and management.
- Preparedness.
- Resource management.
- Communications and information management.
- Supporting technologies.
- Ongoing management and maintenance.

Command and Management

NIMS employs two levels of incident management structures, depending on the nature of the incident:

- **Incident Command System (ICS)** is a standard, on-scene, all-hazard incident management system. ICS allows users to adopt an integrated organizational structure to match the needs of single or multiple incidents.
- **Multiagency Coordination Systems** are a combination of facilities, equipment, personnel, procedures, and communications integrated into a common framework for coordinating and supporting incident management.

NIMS requires that responses to all domestic incidents utilize a common management structure. The Incident Command System—or ICS—is a standard, on-scene, all-hazard incident management concept. ICS is a proven system that is used widely for incident management by firefighters, rescuers, emergency medical teams, and hazardous materials teams. ICS represents organizational “best practices” and has become the standard for incident management across the country. ICS is interdisciplinary and organizationally flexible to meet the needs of incidents of any kind, size, or level of complexity. Using ICS, personnel from a variety of agencies can meld rapidly into a common management structure.

ICS has been tested for more than 30 years and used for:

- Planned events.
- Fires, hazardous materials spills, and multi-casualty incidents.
- Multi-jurisdictional and multi-agency disasters, such as earthquakes and winter storms.
- Search and Rescue missions.
- Biological outbreaks and disease containment.
- Acts of terrorism.

ICS helps all responders communicate and get what they need when they need it. ICS provides a safe, efficient, and cost-effective recovery strategy.

ICS Features

ICS has several features that make it well suited to managing incidents. These features include:

- Common terminology.
- Organizational resources.
- Manageable span of control.
- Organizational facilities.
- Use of position titles.
- Reliance on an Incident Action Plan.
- Integrated communications.
- Accountability.

The National Response Plan

The National Response Plan (NRP) is a plan for the overall delivery of federal assistance in a disaster. Resources are provided by one or more of 26 federal departments and agencies and the American Red Cross. The NRP is the basis for the federal response coordinated by FEMA.

Emergency Support Functions

Emergency Support Functions (ESFs) are resources provided by federal departments and agencies that support disaster response. Each ESF is headed by a minimum of one primary agency, with other agencies providing support as necessary. FEMA coordinates the ESFs to deliver needed disaster response and recovery services. The specific ESFs activated depend on the needs of a particular disaster. Federal resources are grouped into the following 15 ESFs:

Function	Responsibility	Lead Agency
ESF-1: Transportation	Provides civilian and military transportation support.	Department of Transportation
ESF-2: Communications	Provides telecommunications support.	DHS/IAIP/NCS
ESF-3: Public Works and Engineering	Restores essential public services and facilities.	DOD, USACE and DHS/FEMA
ESF-4: Firefighting	Detects and suppresses wildland, rural, and urban fires.	Department of Agriculture – US Forest Service
ESF-5: Emergency Management	Collects, analyzes, and disseminates critical information to facilitate the overall federal response and recovery operations.	DHS/FEMA
ESF-6: Mass Care, Housing and Human Services	Manages and coordinates food, shelter, and first aid for victims; provides bulk distribution of relief supplies; operates a system to assist family reunification.	DHS/IAIP/NCS, American Red Cross
ESF-7: Resource Support	Provides equipment, materials, supplies, and personnel to federal entities during response operations.	General Services Administration
ESF-8: Public Health and Medical Service	Provides assistance for public health and medical care needs.	Department of Health and Human Services
ESF-9: Urban Search and Rescue	Locates, extricates, and provides initial medical treatment of victims trapped in collapsed structures.	DHS/FEMA

Function	Responsibility	Lead Agency
ESF-10: Oil and Hazardous Materials Response	Supports federal response to actual or potential release of oil and hazardous materials.	DHS/USCG, and Environmental Protection Agency
ESF-11: Agriculture and Natural Resources	Identifies food needs and ensures that food gets to areas affected by disaster.	Department of Agriculture and Department of Interior
ESF-12: Energy	Restores power systems and fuel supplies.	Department of Energy
ESF-13: Public Safety & Security	Security of facilities and resources. Security planning and assistance. Public Safety/ security support to access, traffic, and crowd control.	Department of Justice
ESF-14: Long-Term Community Recovery and Mitigation	Assess social and economic community impact. Assistance to long-term community recovery to local government entities and the private sector. Implement mitigation analysis programs.	USDA, DOC, HHS, DHS/FEMA, HUD, Treasury, and SBA
ESF-15: External Affairs	Establishing emergency public information and protective active guidance. Media and community relations. Congressional, international, Tribal, and insular affairs.	DHS/FEMA

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Section 3:

**WHAT IS THE JOINT FIELD
OFFICE (JFO)?**

WHO'S WHO AT THE JFO

Joint Field Office

The JFO is a temporary Federal multiagency coordination center established locally to facilitate field level domestic incident management activities related to prevention, preparedness, response and recovery when activated by the Secretary. The JFO provides a central location for coordination of Federal, State, local, tribal, nongovernmental and private-sector organizations with primary responsibility for activities associated with threat response and incident support. (

JFO functions:

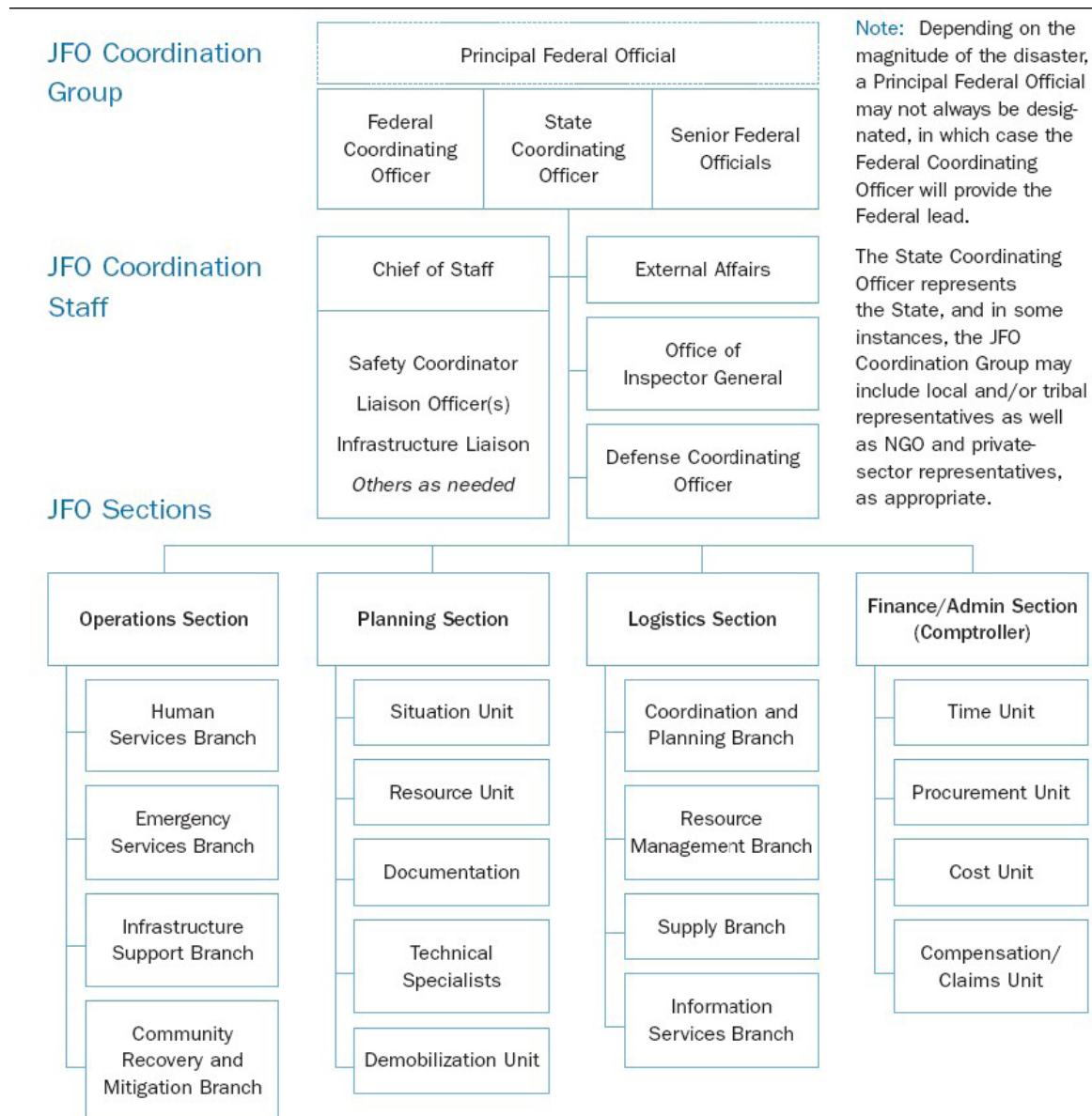
- The JFO is a multiagency coordination center as defined by the NIMS. It is designed to facilitate Federal domestic incident management for actual and potential incidents requiring a coordinated Federal response. The JFO Coordination Group is a multiagency coordination entity as defined by the NIMS.
- The JFO provides a single facility, or multiple facilities when an incident affects the entire nation or multiple states or localities, in close proximity to the incident site, except where dangers or hazards preclude such collocation, to collocate all entities (or their designated representatives) essential to incident management, information sharing, law-enforcement criminal investigation, the delivery of disaster assistance, and other support as required by the incident.
- The JFO staff focus on providing support to on-scene efforts, incident management and/or disaster response and recovery program implementation, and coordination of broader support operations that may extend beyond the immediate incident site. The JFO does not manage on scene operations.
- The JFO leverages the economies to be obtained by in-person information exchange, requested to provide during threat or incident response operations.
- DHS/FEMA is the executive agent for Emergency Support Function (ESF) #5, which is responsible for supporting JFO Coordination Group requirements for the JFO facility as well as staffing. The JFO Coordination Group may fill staffing in part or in full from its own resources, or request support from ESF #5 in any degree required.

- JFO operations are supported organizationally through the ESF structure described in the NRP. The JFO organizational structure is flexible, scalable, and adaptable to the size, scope, and requirements of the specific incident. It adapts to be responsive to various threat scenarios and incidents including:
 - Natural Disasters;
 - Terrorist Incidents;
 - Federal-to-Federal Support; and
 - National Special Security Events (NSSEs)
- The JFO Coordination Group provides strategic leadership for the JFO and functions as a multiagency coordination entity in accordance with the NIMS definition.
- The JFO provides the core functions described in the NIMS of coordination, communications, resource dispatch and tracking, information collection, analysis, dissemination, and joint information.
- While the NIMS does not prescribe any specific organizational structure for multiagency coordination, the JFO mirrors the basic Incident Command System (ICS) structure to facilitate better integration. The JFO organization includes: JFO Coordination Group; JFO Coordination Staff, and JFO Sections.

Emergency Response Team

The Emergency Response Team (ERT) is an interagency team operating from the JFO to assist the Federal Coordinating Officer (FCO) in overseeing disaster recovery activities.

JFO Organizational Chart



NOTE:

The organizational chart above illustrates the JFO organization for a natural disaster. There are other JFO organizational structures for various types of threat scenarios and incidents. All or portions of the organizational structure may be utilized based on the nature and magnitude of the threat or incident. The organizational structure will be developed based on needs at the time of the event.

Who's Who at the JFO

Principal Federal Official (PFO)

The PFO is personally designated by the Secretary of Homeland Security to facilitate Federal support to the established ICS Unified Command structure and to coordinate overall Federal incident management and assistance activities across the spectrum of prevention, preparedness, response, and recovery. The PFO ensures that incident management efforts are maximized through effective and efficient coordination.

The PFO provides a primary point of contact and situational awareness locally for the Secretary of Homeland Security. The Secretary is not restricted to DHS officials when selecting a PFO. The PFO may or may not have an office at the JFO.

Federal Coordinating Officer

Once a disaster is declared, the President appoints the Federal Coordinating Officer (FCO). The FCO is responsible for coordinating the overall disaster recovery effort, including federal, State, local, and private resources, to ensure that an adequate quality and quantity of disaster assistance is provided.

The FCO's major responsibilities include:

- Establishing and coordinating government and intergovernment disaster efforts.
- Assessing disaster needs.
- Establishing a JFO, Disaster Recovery Centers (DRCs) and other associated disaster facilities.
- Coordinating the administration of disaster relief.
- Establishing communication links with the community, including media and elected officials.
- Representing FEMA at press events and public meetings.

Deputy FCO

The Deputy FCO's major responsibilities include:

- Assuming FCO responsibilities in his or her absence.
- Assisting with all duties delegated by the FCO.

State Coordinating Officer

Under a major disaster declaration, the Governor appoints the State Coordinating Officer (SCO). The SCO is the principal point of contact for State and local disaster relief activities and oversees the implementation of the State emergency plan. The SCO coordinates the State's involvement in the disaster recovery effort with those at the federal level.

Chief of Staff (Depending of size of event)

The Chief of Staff's major responsibilities include:

- Providing policy guidance on all personnel and pay issues.
- Ensuring that qualified personnel are available for all positions.
- Managing the staffing within the JFO from the roster of personnel.

Administrative Assistant/Secretary

The Administrative Assistant/Secretary's major responsibility is to provide administrative and secretarial support to the FCO, Chief of Staff and Operations Section Chief.

Equal Rights

The Equal Rights Office major responsibilities include:

- Providing information and assistance on issues pertaining to sexual harassment, Affirmative Action, and Equal Employment Opportunity.
- Ensuring nondiscrimination in hiring decisions and in staffing and managing the JFO, DRCs, and other disaster operations offices.
- Assessing the demographics and community dynamics of a disaster area.
- Ensuring that the administration and service delivery of the JFO or DRCs are conducted without regard to race, color, national origin, sex, age, religion, or physical or mental disability.

Liaison Officer

Serves as the point of contact for assisting and coordinating agencies not otherwise represented in the JFO.

Safety Officer

It is the responsibility of the Disaster Safety Officer (DSO) “to ensure to the highest degree possible, a safe and healthful workplace wherever FEMA employees are assigned or the Agency’s mission is executed.”

The duties of the DSO include but are not limited to:

- Supporting the Federal Coordinating Officer (FCO) in a staff capacity.
- Advising management officials in charge of FEMA worksites of all occupational safety and health matters.
- Assisting management officials in implementation of Federal, State, and local safety and health requirements.
- Conducting regular occupational safety and health inspections and accident/incident, illness, and property damage investigations.
- Maintaining occupational safety and health records required for the Joint Field Office.
- Investigating and reporting hazardous conditions to the FCO.
- Investigating employee complaints and makes recommendations for resolutions.
- Ensuring that emergency procedures are in place.

Legal Advisor

The Legal Advisor’s major responsibilities include:

- Responding to legal questions relating to using the Stafford Act and other enabling documents relevant in disaster operations.
- Serving as the point of contact for the Office of General Counsel with other federal departments and agencies.

External Affairs

The major responsibilities include:

- Managing public education and public information.
- Handling all media inquiries.
- Serving as the primary point of contact for all congressional activities in the field during a disaster operation.
- Functioning as the primary liaison for congressional representatives.
- Responding to congressional inquiries on constituents’ behalf.

- Ensuring visibility within the community and establishing confidence in the emergency management process.
- Initiating efforts to inform and educate the public on the disaster relief process and services available to people in need after a disaster.
- Assisting in determining a need to set up fixed and mobile DRCs.
- Assessing critical needs, resolving or referring problems, setting realistic expectations, and building a positive image of people helping people

Operations Section Chief

The Operations Section Chief's major responsibilities include:

- Coordinating transportation, communication, and resource support functions external to the JFO, such as office space and computer support.
- Ensuring that needed resource supports are available during the response and recovery operations.
- Managing the Human Services Branch (Mass Care, Food, Voluntary Agency Coordination, Individual Assistance, and Donations). Individual Assistance provides assistance to families and businesses that have been affected by the disaster. Individual Assistance activities include temporary housing, low-interest loans, grants, unemployment assistance, crisis counseling, legal advice, and special assistance with matters such as income taxes.
- Managing the Infrastructure Support Branch (Public Works and Engineering, Energy, and Public Assistance). Infrastructure Support provides public assistance, including debris removal and repair and/or restoration of public buildings and their contents, to State and local governments and certain nonprofit groups.
- Managing the Mitigation Branch. This branch provides a variety of hazard mitigation grants to both individuals and communities to help alleviate future damage and loss to property. The National Flood Insurance Program (NFIP) would also be co-located with this branch. The Environmental and Historical Preservation function would be working with both Mitigation and Public Assistance.
- Coordinating the Emergency Services Branch (Fire Fighting, Urban Search and Rescue, Public Health and Medical Services, and Hazardous Materials). Emergency Services provides essential services necessary to save lives and protect property immediately following a declaration.

Planning Section Chief

The Planning Section Chief's major responsibilities include:

- Managing the collection and processing of information.
- Overseeing the development of briefings, reports, and other materials.
- Providing planning and technical assistance.

Logistics Section Chief

The Logistics Section Chief's major responsibilities are internal to the JFO and its supporting facilities such as DRCs, and include:

- Ensuring that the ERT staff has the needed resources.
- Managing and tracking all Government property.
- Managing information systems and computer usage within the JFO.

Administration/Finance Section Chief (a.k.a. Comptroller)

The Administration Section Chief's/Comptroller's major responsibilities include:

- Managing human resources and administrative services.
- Overseeing payroll and travel reimbursement.
- Managing and tracking funds control such as allocations, obligations, and purchasing requests
- Managing and tracking Mission Assignments
- Processing travel claims
- Managing FEMA Acquisitions functions
- Managing the Comptroller staff
- Oversees management of the Disaster Field Training Operation (DFTO)

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Section 4:

HOW DO I GET STARTED?

**HOW DO I GET FEEDBACK ON
MY PERFORMANCE?**

**HOW CAN I MANAGE MY
STRESS?**

Meeting with your supervisor

When meeting with your supervisor, be prepared to take notes and ask the following questions:

Where do I fit into the organization?

Notes:

What are my duties (job description)?

Notes:

What schedule will I be working?

Notes:

Meeting with your supervisor (Continued)

Who do I call if I must miss work?

Notes:

What is the physical layout of the organization?

Notes:

Where do I get equipment and supplies?

Notes:

Meeting with your supervisor (Continued)

Who will I be working with?

Notes:

What additional guidance or training will I receive?

Notes:

If I have questions and you are not available, who should I ask?

Notes:

What is your advice on how best to succeed at this job?

Notes:

Is there anything you want to know about my skills and my past experience?

Notes:

Additional Notes

Performance Appraisals

If you are a Disaster Assistance Employee, you will be evaluated by your supervisor before you leave the Joint Field Office. This appraisal is not mandatory for local hires or permanent full-time employees (PFTs), but asking to have one completed can provide useful feedback on your performance.

During the performance appraisal, you and your supervisor will discuss your:

- knowledge of the job, rules, regulations, and policies.
- work quality, timeliness, and sense of priorities.
- initiative.
- dependability.
- communication Skills.
- cooperativeness

If you supervised other employees, you will also be evaluated on:

- planning and organizing.
- leadership.
- developing, motivating, and counseling staff.
- technical ability.
- resource management

Your supervisor must discuss all ratings with you, and you will be given the opportunity to add any comments to the discussion. Your performance appraisal is not a threatening activity. Instead, it can be an opportunity to discuss your skills with your supervisor and identify new opportunities for growth.

Performance Appraisal Form

DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY PERFORMANCE APPRAISAL FOR THE DISASTER ASSISTANCE PROGRAM		
NAME	POSITION TITLE	GRADE (PFT/TEMP) OR LEVEL (DAE)
REGION AND PROGRAM AREA	EVALUATION PERIOD FROM _____ TO _____	DR OR EM NUMBER
<p>NOTE TO EVALUATOR: Part I must be completed for <u>all</u> employees. Part II must be completed on all employees in a supervisory capacity. A separate evaluation form should be completed for each discrete job performed by the employee. You are required to discuss this evaluation with the employee prior to its being signed by either party. This evaluation must be completed <u>prior to the employee's departure from the Disaster Field Office.</u></p> <p>The following definitions are to be used: S SATISFACTORY - Consistently meets normal requirements U UNSATISFACTORY - Fails to meet normal requirements N/A UNABLE TO EVALUATE - No opportunity to observe performance</p>		
PART I - ALL EMPLOYEES		PART I - ALL EMPLOYEES
ELEMENTS	RATING	ELEMENTS
1. Knowledge of Job, Rules, Regulations and Policies - Understands duties and responsibilities and applies skills in conformance with applicable guidance.	_____	1. Planning and Organizing - Effectively utilizes staff time and skills and develops priority-driven work schedule.
2. Quality/Timeliness/Sense of Priorities - Produces useful volume of work, meets deadlines, organizes/prioritizes work.	_____	2. Leadership - Inspires teamwork and productivity; delegates responsibility.
3. Quality of Work - Finished product is accurate, complete, and in compliance with procedures.	_____	3. Develops, Motivates, and Counsels Staff - Identifies employee potential; encourages and assists in employee development.
4. Initiative - Assumes responsibility; completes assignments with minimal supervision.	_____	4. Personnel Management - Achieves program goals within the limitations of staff and personnel budget; controls overtime usage.
5. Dependability - Gets the job done efficiently, adhering to procedures; is supportive and reliable.	_____	5. Equal Opportunity/Affirmative Action - Complies with regulations; displays fairness in selections; encourages/recognizes employees' achievement.
6. Communication Skills - Gets ideas across clearly, concisely, and effectively both orally and in writing.	_____	6. Technical Ability - Provides sound, timely advice and inspires action.
7. Cooperativeness - Works well with others to achieve a common goal.	_____	7. Resources Management - Efficient management of funds, equipment, and supplies.
NARRATIVE (Required)		
SIGNATURE OF RATING OFFICIAL		DATE
SIGNATURE OF EMPLOYEE (Signifies only that rating has been discussed with Rating Official, does not necessarily indicate concurrence)		DATE
EMPLOYEE'S COMMENTS (Optional. Use the reverse side of form or additional sheets, if necessary)		
DISTRIBUTION: Forward Original Copy to: OPEO for Official Personnel File Forward one of each of the remaining copies to: Employee/Employee's Home Office/Official DFO File		

Stress in the Disaster Recovery Environment

Disaster work can be rewarding, but it is also stressful. It is not uncommon for disaster workers to experience stress-related problems and symptoms. These symptoms are often normal and generally temporary.

Causes of stress

- A new job
- New assignments
- Time pressures
- The disaster situation
- Conflict between work and home
- Varying workload
- Right-sizing

Identifying your stress symptoms

The checklist below lists some of the symptoms of stress. Check off all the symptoms that apply to you. You may experience multiple symptoms.

Mood swings

Loss of temper, irritability

Tiredness or fatigue

Change in appetite

Difficulty in sleeping

Cynicism or negativity

Self-criticism

Repetitious thoughts

Forgetfulness

Sadness or easy tearfulness

Tension or anxiety

Headaches and/or back pain

Nausea

Difficulty concentrating

Self-doubt or guilt

Changes in sexual energy

Coping with stress

The first step in coping with stress-related problems is to *acknowledge the feeling of stress*. If the stress starts to get to you, talk to someone you trust about it and try some of the stress-reducers on the following page.

Tips to reduce stress

- Develop a personal stress program.
- Learn your personal signals for when things are too stressful.
- Develop a balance between home, work, spiritual, and recreational life.
- Maintain a sense of humor, develop positive attitudes, and learn to turn negatives into positives.
- Get regular rest.
- Eat smaller meals more frequently.
- Drink more water and substitute juice for soft drinks.
- Avoid caffeine, nicotine, sugar, alcohol, chocolate, and high fat foods.
- Eat healthy foods, especially vegetables, fruits, and grains.
- Take a brief stretch and walk around during breaks, especially if you are doing repetitive tasks.
- Nurture and reward yourself by doing something nice for yourself.
- Do deep breathing exercises or meditation.
- Remove yourself from anger and conflict, if possible, until things settle down.
- Retain your sense of humor and remain positive or seek perspective about your situation.

Beware of negative coping behaviors

Some individuals engage in behaviors that they think will help them cope, but actually are destructive and can undermine the quality of their lives and interfere with their ability to work during the disaster period. These behaviors include:

- Abusing alcohol and drugs.
- Over eating and eating sugar and junk food.
- Neglecting health and good grooming habits.
- Behaving recklessly.
- Isolating oneself from social interaction.
- Abusing caffeine.

Recognizing signs of stress in disaster victims

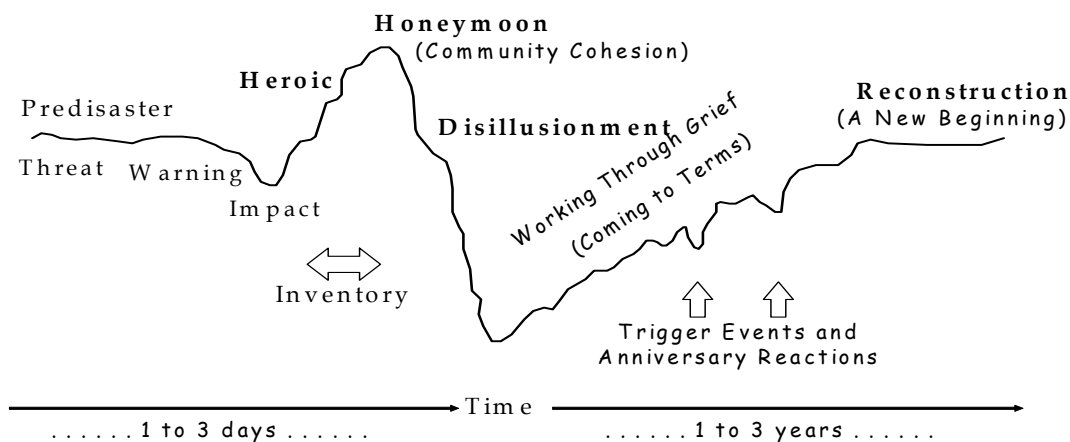
You may be exposed to the intense emotions of many disaster victims. It is your job to remain sensitive to the victim's emotional state while remaining focused on your role as assistance provider. However, you are not a counselor and should not try to counsel victims. Refer victims who may need counseling to the appropriate crisis counseling group or agency.

Remember that some JFO employees may be hired from the local community and may be disaster victims themselves.

Once again, review the tips on appropriate and inappropriate responses when dealing with disaster victims which are found on the first page of the Customer Service Section (5).

Phases of psychological reaction to disaster

In serving FEMA customers, it is important to understand what they are experiencing. Psychologists have identified four phases that persons affected by disaster typically experience. The graphic below illustrates these four phases and the next page explains each phase.



HEROIC: *From impact or pre-impact to about 1 week after the disaster.* All emotions are strong and direct at this time. Individuals are likely to use their energy to save their own lives and property.

HONEYMOON: *From 1 week to 2 or 3 months after the disaster.* There is a strong sense of having shared a catastrophe and survived. People expect extensive assistance from Government agencies. Buoyed by the expectations of help, they clear debris and remove wreckage.

DISILLUSIONMENT: *From 2 months to 1 or 2 years after the event.* Emotions include a sense of anger and disappointment, as well as resentment and bitterness, if there are delays in assistance or unfulfilled expectations of aid. Individuals concentrate on rebuilding their own lives and solving their own problems. The feeling of strong community is lost.

RECONSTRUCTION: *For several years after the disaster.* People realize they must solve any problems in rebuilding their lives. Visible progress reaffirms belief in self and community. If recovery efforts are delayed, serious and intense emotional problems may result.

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Section 5:

WHAT IS CUSTOMER SERVICE AT FEMA?

FEMA's Core Values

FEMA's theory of customer service is a direct outgrowth of the Core Values which guide the agency.

Because you are a Disaster worker you will be expected to adhere to these Core Values.

FEMA's ten core values that guide both the Agency as a whole and every individual within the Agency:

- **Accountability:** Being responsible for decisions and results while acknowledging mistakes and working to correct them.
- **Compassion:** Showing concern to customers and to each other in times of need.
- **Customer Focus:** Making customers and their needs the first priority.
- **Diversity:** Enriching our work environment and our ability to perform through diversity in backgrounds, experiences, skills, and respect for those differences.
- **Innovation:** Seeking creative new ways to better deliver our services and meet whatever challenges may arise.
- **Integrity:** Following the highest ethical standards and always being truthful with customers and colleagues.
- **Partnership:** Working collaboratively with external partners and with each other to achieve our common goals.
- **Public Stewardship:** Managing resources prudently and providing the highest quality service.
- **Respect:** Listening to and treating customers and co-workers with dignity.
- **Trust:** Relying on each other and our external partners to act in the best interest of our customers, and earning that trust through our behavior.

Customer service is provided by FEMA primarily by meeting disaster victims' needs.

FEMAs main goal is to help disaster victims begin their recovery from a disaster. Effective customer service helps ensure that victims feel that they are able to move forward with their lives. When disaster victims have confidence that the Government is working, they are better able to begin to put their lives back together.

FEMAs customers

FEMA has both internal and external customers. Examples of FEMAs customers include:

Internal Customers

FEMA Employees, other federal agency personnel

External Customers

Disaster Victims. The public, State and local agencies, community-based organizations, and volunteers.

To help customers, FEMA will . . .

- provide customers equal access to disaster assistance.
- provide customers an opportunity to tell their stories to a responsive FEMA representative.
- treat customers with respect and caring.
- provide customers clear, accurate information about available assistance and how to apply.
- explain clearly what customers need to do after applying for assistance, what customers can expect from Government agencies, and how long the process should take.
- provide customers with disaster housing assistance as promptly as possible and give them an estimate of when they will receive assistance.
- advise customers on how to protect against future losses.
- use customers' suggestions and complaints to continually improve services.

Key things to remember when working with FEMA customers:

- Customers don't distinguish between you and FEMA—you *are* the agency.
- Customers don't know how things are done in FEMA.
- Customers don't know your job description or what you can do for them.

- Customers' feelings about FEMA relate directly to their experience with you.
- Customers expect you to answer their questions, resolve their problems, and refer them to the right people if you can't fulfill their needs.

Knowing your customers' community

When you first arrive at a disaster, take time to get to know the community you are serving. Pay attention to cultural and regional interests. Most people are proud of where they live and are understandingly distressed when the community is damaged. Some of your co-workers may be representatives of this local community. Ask them about their community, and remember that they may be disaster victims also.

Appropriate responses to customers' needs

- Demonstrate respect by using eye contact, repeating key phrases, asking questions for clarification, and using body language.
- Provide clear information and honestly describe the limits of your authority and ability.
- Let victims know you care.
- Respond to victims.
- Avoid interrupting.
- Suspend your judgment of the individual.
- Be tolerant of repeat stories.
- Remain flexible.
- Stay calm under pressure.

Inappropriate responses to customer needs

- Claiming that you fully understand the situation.
- Expecting the individual to function normally immediately after the disaster.
- Telling individuals how they should or should not be feeling.
- Brushing aside the individual's feelings.
- Giving religious explanations for their misfortune.
- Showing excessive sympathy.
- Playing down the crisis.
- Suggesting that substitute items will replace those that were lost.
- Telling an individual that everything will be OK.
- Complaining about the Government or the system.
- Making false promises.
- Taking anger personally.
- Prejudging, moralizing, or showing other signs of intolerance.

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Section 6:

DISASTER ASSISTANCE PROGRAMS

and the

APPLICATION PROCESS

Disaster assistance is available to individuals and communities to help them begin the recovery process. Assistance is provided by FEMA, other federal agencies, and voluntary agencies. Disaster assistance falls into three categories: Individual Assistance, Public Assistance, and Hazard Mitigation (per the Stafford Act)



Types of disaster assistance: Individual Assistance

Emergency Needs	Voluntary agencies attend to essential needs that must be met immediately. Emergency needs include food, shelter, transportation, and medical care.
Individual and Household Program (IHP) Temporary Housing Assistance	If qualifications are met, FEMA provides Housing Assistance (HA): Financial (rental assistance or short-term lodging expenses) or direct assistance (mobile home or travel trailer) with temporary housing needs
Permanent Housing Construction	Assistance to construct a permanent home in island areas, or other remote locations outside the Continental United States when other housing forms are unavailable or infeasible.
Replacement	Assistance to purchase a replacement home.
Repairs	Funding to make home repairs, to return homes to a safe and sanitary living or functioning condition. Additional repair assistance may be provided by the Small Business Administration disaster loan program.
Other Needs Assistance (ONA)	ONA grants may be available for those who do not qualify for an SBA loan. The ONA Program is designed for those with serious needs who have no other source of assistance. The program covers necessary expenses such as uninsured personal property, medical and dental expenses and funeral expenses.

Small Business Administration (SBA) Loans Home and Personal Property Disaster Loans	SBA provides: Low-interest loans for restoring or replacing uninsured or underinsured disaster-damaged real estate and personal property. These loans are limited to the amount of uninsured SBA-verified losses.
Business Physical Loss Disaster Loans	Low-interest loans to businesses for repair and replacement of destroyed or damaged facilities, inventory, machinery, or equipment.
Economic Injury Disaster Loans	Loans for working capital to small businesses that cannot pay bills or meet expenses as a result of the disaster. There is money available for mitigation.
Aging Services	The Local Council on Aging provides individuals 60 and older with needed services, including meals, home care, and transportation.
Agricultural Assistance	Emergency loans and other agricultural assistance may be available to farmers for disaster-related losses and needs
Consumer Services	The State Attorney General's Office provides counseling on consumer problems including product shortages, price gouging, and disreputable business practices.
Disaster Unemployment Assistance (DUA)	Unemployment benefits at the State's rate from date of incident up to 26 weeks after the incident. Eligibility: Those not qualified for regular unemployment insurance (self-employed)
Crisis Counseling	Assistance for short term counseling, public education. FEMA funds HHS Center for Mental Health Services; grants in turn to State Mental Health Departments and local providers.

Types of disaster assistance: Public Assistance

FEMA offers assistance to help municipalities and certain private nonprofit groups such as states, counties, and Tribal communities:

- Repair public buildings, roadways, and structures.
- Remove debris.
- Restore utility distribution systems and perform certain emergency protective measures.

FEMA can reimburse (“mission assign”) another federal agency to help in the provision of public assistance support or reimburse local governments for completing the needed work.

Types of disaster assistance: Hazard Mitigation

Mitigation is any action of a long-term, permanent nature that reduces the actual or potential risk of loss of life or property from a hazardous event.

Mitigation means providing individuals and communities with resources and technical assistance to rebuild in ways that will reduce the possibility of future losses. Mitigation may involve simple measures such as strapping a water heater to a wall to prevent earthquake damage and elevating heating and air conditioning units to avoid flood damage. Mitigation can also include more complex efforts such as reengineering bridges or relocating communities.

Mitigation requires that individuals look at the future, not at just short-term rebuilding efforts.

What to do if people ask you about the programs

Never give advice about an individual's eligibility. This may raise false expectations and add to their suffering, confusion or disappointment.

If people ask you about the disaster assistance programs and whether they may be eligible, it is important to encourage them to apply for assistance.

Remind individuals about the teleregistration number: 1-800-621-3362 (FEMA). These programs and the eligibility needs are complex, so it is important for everyone to complete an application. Completing an application is the only way to make sure individuals get all the assistance they are entitled to receive.

Disaster Assistance Information

Following a Presidential declaration of a disaster, FEMA initiates a coordinated effort to publicize information on how to apply for disaster assistance. It includes Public Service Announcements, community workers, media announcements and many other methods and procedures.

Applying through the National Processing Service Center (NPSC)

The NPSC is a permanent FEMA facility that houses the National Teleregistration Center, a nationwide toll-free telephone bank. When an application for disaster assistance is taken over the telephone, it is processed into the computer system.

NPSC
1-800-621-3362

TTY
1-800-462-7585

The NPSC is able to take calls from anywhere in the continental United States within operating hours (disaster specific). Temporary centers may be set up to help with taking and processing the overflow of applications.

Operators are available at certain times to translate various languages.

If people ask you how or where to apply, encourage them to call the toll free application number.

The Helpline

The Helpline is a toll-free number set up for individuals who have already applied for disaster assistance to call when they need additional help or have questions. The Helpline is an effective way to find out about:

- The status of an application.
- Additional services.
- Where to go for specific services.

Helpline
1-800-621-3362

TTY
1-800-462-7585

Disaster Recovery Centers

A Disaster Recovery Center (DRC) is a temporary facility where, under one roof, representatives of federal agencies, local and State governments, and voluntary relief organizations can provide help.

DRCs offer the following types of services:

- Advice on how to rebuild using mitigation measures.
- Crisis counseling.
- Assistance in completing applications.
- Literature on services available.
- Educational materials.

DRCs are established close to the disaster area, often in schools or armories, and are jointly operated by the State and FEMA.

The number of DRCs open in a disaster depends on the magnitude of the disaster and the size of the area included in the declaration.

DRC locations are usually announced in local newspapers and on local television and radio stations. The local emergency management office also provides information on DRC locations.

How programs are administered fairly

FEMA has established the following policies for ensuring that programs are administered fairly.

1. Under the Director's Policies N. 4-05, Equal Opportunity for People with Disabilities, and N. 7-05, Civil Rights Program, FEMA is committed to serving all individuals equally. This commitment extends to individuals with disabilities. In meeting the needs of individuals with disabilities, FEMA must provide access to Agency programs and activities that is equal to the access provided to non disabled persons. Sometimes it may be necessary to make accommodations to the known physical or mental disabilities of individuals with disabilities.
2. No qualified individual with a disability shall be denied participation in or benefits from any program conducted by FEMA. It is the Agency's policy to make reasonable accommodations to the known physical or mental disabilities of members of the general public seeking services from FEMA.
3. FEMA is required to take all reasonable steps in making such accommodations for individuals with disabilities; all funds for any program or activity under review must be considered as available for making these accommodations. However, accommodations for members of the general public with disabilities are not mandatory if FEMA demonstrates that in providing such accommodations an undue financial or administrative burden will be created, or that the accommodation will alter the fundamental nature of the program or activity under review. If determined unwarrantable to provide accommodations for individuals with disabilities, a statement to that effect shall be provided by the Director, Office of Human Resources Management, who has been delegated to make the final decision in these matters.

The Agency supports and implements to the fullest extent the following civil rights statutes, with their attendant regulations: Title VI of the Civil Rights Act of 1964; the Fair Housing Act of 1968; Title IX of the Higher Education Amendments of 1972; Section 504 of the Rehabilitation Act of 1973; the Age Discrimination Act of 1975; Sections 308-309 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended; and Title II of the Americans with Disabilities Act of 1990. *(See the Under Secretary's Policy after the Equal Opportunity for Persons with Disabilities policy.)*

Director's Policy 4-05

Federal Emergency Management Agency
Directives Management System



U.S. Department of Homeland Security
Washington, D.C. 20472

FEMA

Director's Policy

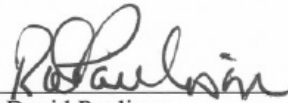
No.	Date
4-05	November 8, 2005

SUBJECT: Equal Opportunity for Persons with Disabilities

1. The Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), is committed to serving all individuals equally. This commitment extends to individuals with disabilities. FEMA must provide access to Agency programs and activities equal to the access provided to non-disabled persons.
2. This Director's Policy statement supersedes Under Secretary's Policy Statement No. 3-04, Equal Opportunity for Persons with Disabilities, dated September 30, 2004.
3. It is FEMA's policy, in accordance with Sections 501 and 504 of the Rehabilitation Act of 1973, as amended, that no qualified individual with a disability shall be denied participation in, or benefits from, any program conducted by FEMA, including employment.
4. It is FEMA's policy in accordance with Section 508 of the Rehabilitation Act of 1973, as amended, to provide reasonable accommodation for employees and the general public through the procurement, development, maintenance and use of electronic information technology that is accessible to people with disabilities. Electronic and information technology must meet the minimum accessibility requirements established by the Architectural and Transportation Barriers Compliance Board established and made effective June 21, 2001.
5. In compliance with Title 44, Code of Federal Regulations, Part 16, FEMA is required to take all reasonable steps in making accommodations for employees and other individuals with disabilities. All funds for any program or activity under review must be considered as available for making these accommodations. A variety of accommodations may be made available to employees and applicants. Specific types of accommodations will be outlined in FEMA's "Reasonable Accommodations" Manual for the Federal Emergency Management Agency," established in accordance with Executive Order 13164.

Distribution: J(AllPersHqFld), and <http://cio.fema.net/rm/dm/current.html>

6. Accommodations for people with disabilities are not mandatory if FEMA demonstrates that in providing such accommodations an undue financial or administrative burden will be created, or that the accommodation will alter the fundamental nature of the program or activity under review. The Director Office of Equal Rights has been delegated authority to make the final decision in denying such accommodations.

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R. David Paulison
Acting Director

Director's Policy 7-05

Federal Emergency Management Agency
Directives Management System



U.S. Department of Homeland Security
Washington, D.C. 20472

FEMA

Director's Policy

No.
7-05

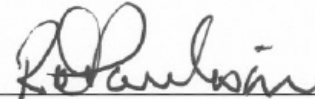
Date
November 8, 2005

SUBJECT: Civil Rights Program

1. It is the policy of the Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), to ensure that the Civil Rights of all persons receiving services or benefits from agency programs and activities are protected. No person shall, on the grounds of race, color, national origin, sex, religion, age, disability, or economic status shall, be denied the benefits of, be deprived of participation in, or be discriminated against in any program or activity conducted by or receiving financial assistance from FEMA. In particular, all personnel carrying out Federal major disaster or emergency assistance functions, including the distribution of supplies, the processing of applications, and other relief and assistance activities, shall perform their work in an equitable and impartial manner without discrimination. It is Agency policy to prohibit such discrimination in any programmatic guidelines, procedures, or other directives. All valid complaints of Civil Rights violations will be investigated promptly, and any settlement will be enforced, if necessary, by administrative, legal, or judicial means.
2. This Director's Policy Statement supersedes Under Secretary's Policy Statement No. 6-04, Civil Rights Program, dated September 30, 2004.
3. The Agency supports and implements to the fullest extent the following Civil Rights statutes, with their attendant regulations: Title VI of the Civil Rights Act of 1964; the Fair Housing Act of 1968; Title IX of the Higher Education Amendments of 1972; Sections 504 and 508 of the Rehabilitation Act of 1973; the Age Discrimination Act of 1975; Sections 308-309 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, as amended; and Title II the Americans with Disabilities Act of 1990.
4. These prohibitions extend to all entities receiving Federal financial assistance from the Agency, including State and local governments, educational institutions, and any organization of any type obtaining benefits through the Infrastructure or Mitigation Programs. All local boards and their participating charitable organizations receiving aid from the Emergency Food and Shelter Program are covered in a like manner.

Distribution: J(AllPersHqFld), and <http://cio.fema.net/rm/dm/current.html>

5. As an Agency, our goals are to protect lives and prevent the loss of property; to reduce human suffering and enhance the recovery of communities after disaster strikes; and to ensure that FEMA is a high-performance organization serving the public in a timely and cost-efficient manner. We will not truly fulfill these goals unless we also protect precious rights and prevent discrimination. I expect support from every employee of FEMA in carrying out our Civil Rights mandates.

A handwritten signature in dark ink, appearing to read "R. Paulison", written over a horizontal line.

R. David Paulison
Acting Director



FEMA

**Department of Homeland Security
Federal Emergency Management Agency**

500 C Street, SW, Room 407, Washington, DC 20472
Tel: 202.646-3535 Fax: 202.646-4320

QUESTIONS AND ANSWERS ABOUT THE CIVIL RIGHTS OF DISASTER SURVIVORS

1. What's the difference between Equal Employment Opportunity (EEO) and Civil Rights issues?

Equal Employment Opportunity (EEO) laws protect all employees and applicants against discrimination in employment, with the goal of ensuring a discrimination-free workplace. Civil Rights laws protect any person eligible to receive a benefit from FEMA, with the goal of ensuring that all disaster assistance is delivered in an impartial and equitable manner, with discrimination against none.

2. Is there a FEMA office responsible for enforcing Civil Rights laws and regulations?

The HQ Office of Equal Rights (OER) is responsible for ensuring nondiscrimination in the delivery of services and benefits to disaster survivors. At the disaster site, an Equal Rights Officer (ERO) is the DFO representative for the OER.

3. What is the role of the ERO in Civil Rights issues?

For survivors of a disaster who are eligible for disaster assistance, the ERO has a responsibility to prevent or help resolve Civil Rights discrimination based on race, color, religion, nationality, sex, age, religion, disability, economic status, and retaliation. The ERO seeks the assistance of such DFO components as Human Services, Community Relations, Public Affairs, and Congressional Liaison to aid in the resolution of these matters.

4. How can discrimination happen during a disaster recovery operation?

Anytime a person eligible to receive a benefit from FEMA is denied equal opportunity or equal access to assistance as a member of one or more of the "protected groups" (e.g., race, color, etc.), that person may have been discriminated against. Specific examples are listed in Question 6.

5. What is meant by the terms equal opportunity and equal access?

Civil Rights laws are based on two concepts: equal opportunity and equal access. Equal opportunity means that no one who is actually eligible to receive a benefit from FEMA should be denied that aid because of his or her race, color, religion, nationality, sex, age, religion, disability, or economic status. No one can arbitrarily decide that, for example, no Asian-Americans will receive assistance. Equal access means that once someone is determined eligible for assistance, they must actually be able to receive it...to have access to it. This means, for example, they must be able to read about the benefits in a language they can understand, or attend informational meetings in physically accessible buildings.

6. What are some examples of civil rights issues?

A civil rights issue arises whenever an applicant's equal opportunity or equal access is denied or limited. Listed below are some examples of Civil Rights violations, all of which actually took place in earlier disasters:

- A FEMA contractor makes racially insensitive remarks or attempts to sexually harass an applicant seeking assistance.
- A national voluntary agency provides more or better supplies to the majority population.
- An individual receives less in rental or other needs assistance than his neighbor and believes the reason is due to his race, sex, etc.
- FEMA contractors complete visits to the majority part of town before going to the minority part
- Only minorities are housed in mobile home parks.
- Mobile home sites are poorly located, inadequately policed, etc.
- A DRC is located in an area where racial or ethnic groups don't feel comfortable or safe.
- A DRC is located in a physically inaccessible building.
- Information about assistance is not available in a language spoken by large numbers of residents.
- Local officials use Public Assistance funds to repair damage in majority areas but ignore the minority community.
- Local officials administer Hazard Mitigation Grant Program funds to provide benefits to the majority community but ignore or undervalue the minority community.
- A State attempts to set different standards for assistance to Indian tribes than to those awarded to the majority population.

7. What if the discrimination allegation is not against FEMA?

It makes no difference if a person alleges that their Civil Rights were violated by a FEMA employee or a contractor of FEMA, an employee of SBA, IRS or any other Federal program. Any allegations of discrimination made against voluntary relief organizations are also within OER's jurisdiction. Such organizations must abide by Civil Rights laws when they provide services during a disaster.

8. What role does perception play in discrimination allegations?

There are three parts to the answer:

1. To many people, a perception of discrimination is reality. It is important to understand that victims who believe they are being discriminated against already are under enormous stress because of their experience during and after the disaster. Many have experienced discrimination throughout their lives and may be quick to assume certain actions by FEMA or the State – a slow response by inspectors, or the lack of DRCs in minority areas – means that familiar patterns have reasserted themselves.
2. Discrimination may occur, but is unintentional. The fact that FEMA did not provide information in a certain language or didn't make a DRC accessible does not mean the Agency intended to discriminate against people with limited English proficiency or against people with disabilities. In the first case, it's possible that the DFO didn't learn about the particular language need until the operation was well advanced. In the second instance, no accessible facilities might have been available in the particular community. Our intentions aren't the issue, however: it's their impact on protected populations.
3. Rarely, discrimination actually does happen. A contractor can say something or make a decision on the basis of prejudice, denying benefits to people who are entitled to them. Local officials can manipulate FEMA programs to disadvantage poor or minority individuals.

As noted above, FEMA isn't the only actor in the Civil Rights drama. Contractors, relief organizations, and State and local governments are also involved.

9. Do I have a role in protecting the civil rights of applicants?

Yes. If a disaster victim informs you of an alleged violation of their Civil Rights, tell them to promptly call the FEMA Helpline at 800-621-FEMA (3362). The Help line Operator will forward the allegation to the HQ Office of Equal Rights for processing. You should also contact your supervisor and your Equal Rights Officer to give them a "heads up." It makes no difference if the alleged violation happened on the telephone or in person. Don't try to argue with the individual. If someone wants to make a complaint, they have the right to do so. Remember, however, that a person asking for an appeal or re-inspection is not necessarily claiming discrimination. The FEMA Helpline Operator, in the absence of a specific allegation of discrimination, will handle such cases using normal procedures in the Individuals and Households Program.

If you have any further questions, please contact your Equal Rights Officer (ERO). The telephone number is located on the poster at the entrance to all FEMA facilities. If the ERO is no longer deployed, please call the HQ Office of Equal Rights at (202) 646-3535.

Section 7:

WHAT ARE FEMAS POLICIES AND PROCEDURES?

Specific policies and procedures must be followed by all JFO employees. This section identifies these policies and procedures.

Equal Employment Opportunity and Affirmative Action

It is the policy of the Federal Emergency Management Agency (FEMA) to provide equal opportunity for all employees and applicants in every aspect of their employment and working conditions. FEMA supports the concept of affirmative employment to ensure that personnel policies and practices provide equal opportunity without regard to race, color, national origin, sex, age, disability, religion, retaliation/reprisal.

Each Joint Field Office (JFO) has a designated Equal Rights Office (ERO) that is there to provide advice and guidance to managers, supervisors, and employees. The ERO is also available to discuss issues and concerns and resolve complaints at the earliest possible stage. Any FEMA employee or applicant for employment with FEMA who believes that he/she has been discriminated against on the basis of one or more of the eight prohibited factors mentioned in the following policies may file complaints of discrimination.

Sexual Harassment

Sexual Harassment is against the law and is a form of gender discrimination, in violation of Title VII of the Civil Rights Act of 1964, as amended by the Civil Rights Act of 1991. Sexual Harassment is frequently a display of power, often intended to intimidate, coerce, embarrass or degrade another person.

There are two types of sexual harassment:

Quid Pro Quo is a Latin phrase that means “something for something” and occurs when there are demands for sexual favors and the refusal or submission to these demands forms the basis of employment decisions.

Hostile Work Environment is found where verbal and non-verbal conduct creates an intimidating, hostile, or offensive work environment, i.e. pictures, magazines, words, touching, or any other sexual behavior that interferes with an individual's work performance.

If you believe that you are a victim of sexual harassment, let your feelings be known to the harasser by telling him/her that the conduct is unwelcome and unwanted. Do not hesitate to report the facts immediately to the appropriate management official or the Equal Rights Office.

The U.S. Equal Employment Opportunity Commission

Facts About Sexual Harassment

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when submission to or rejection of this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.

Sexual harassment can occur in a variety of circumstances, including but not limited to the following:

- The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex.
- The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker, or a non-employee.
- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.
- Unlawful sexual harassment may occur without economic injury to or discharge of the victim.
- The harasser's conduct must be unwelcome.
- It is helpful for the victim to directly inform the harasser that the conduct is unwelcome and must stop. The victim should use any employer complaint mechanism or grievance system available.

When investigating allegations of sexual harassment, EEOC looks at the whole record: the circumstances, such as the nature of the sexual advances, and the context in which the alleged incidents occurred. A determination on the allegations is made from the facts on a case-by-case basis.

Prevention is the best tool to eliminate sexual harassment in the workplace. Employers are encouraged to take steps necessary to prevent sexual harassment from occurring. They should clearly communicate to employees that sexual harassment will not be tolerated. They can do so by establishing an effective complaint or grievance process and taking immediate and appropriate action when an employee complains.

This page was last modified on June 27, 2002.

<http://www.eeoc.gov/facts/fs-sex.html>

Director's Policy 6-05

Federal Emergency Management Agency
Directives Management System

U.S. Department of Homeland Security
Washington, D.C. 20472



FEMA

Director's Policy

No.
6-05

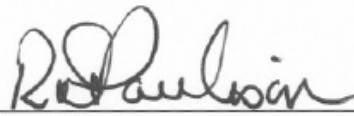
Date
November 8, 2005

SUBJECT: Equal Opportunity and Affirmative Employment

1. The Department of Homeland Secretary (DHS), Federal Emergency Management Agency (FEMA), fully supports and is committed to Equal Employment Opportunity (EEO) and the implementation of a solid and effective Affirmative Employment Program without regard to race, sex, religion, color, national origin, age or disability (mental or physical), sexual orientation, parental status or genetic information. The Agency is committed to EEO goals that will aggressively pursue a program to recruit, retain, and advance a qualified workforce that reflects our Nation and provides an environment free of all discriminatory practices.
2. This Director's Policy Statement supersedes Under Secretary's Policy Statement No. 5-04, Equal Opportunity and Affirmative Employment, dated September 30, 2004.
3. FEMA subscribes to and implements to the fullest, the requirements of: Title VII of the Civil Rights Act of 1964, as amended; Executive Order 11478, Equal Employment Opportunity in the Federal Government, as amended; the Age Discrimination in Employment Act of 1967; the Equal Pay Act of 1962, as amended; and the Rehabilitation Act of 1973, as amended.
4. It is the policy of the Agency to provide equal opportunity in employment for all employees and applicants, and to prohibit discrimination in every aspect of personnel policies, practices and all working conditions. Where complaints of discrimination arise, it is expected that managers and employees will work together to resolve the issues at the earliest possible stage.
5. The Multi-year Affirmative Employment Plan (AEP) will assist FEMA in accomplishing its mission by encouraging all employees to actively contribute to the Agency's objectives. Managers and supervisors will be expected to take an active, ongoing part in promoting and implementing the plan, especially by acting on opportunities that may arise or lend themselves to hiring, promoting, and training qualified individuals from underrepresented groups.
6. Full managerial and supervisory support is expected in meeting the objectives of this program. Program accomplishments will be measured by periodic evaluations and corrective actions will be taken, when warranted.

Distribution: J(AllPersHqFld), and <http://cio.fema.net/rm/dm/current.html>

7. Each of us must make a personal commitment toward improving our workplace. We must treat each other fairly and equitably regardless of our role or position, and we can do this only by working together as a team. Copies of the AEP Plan may be requested from the FEMA Office of Equal Rights by calling (202) 646-3535.

A handwritten signature in black ink, appearing to read "R. David Paulison", written over a horizontal line.

R. David Paulison
Acting Director

Director's Policy 2-05

Federal Emergency Management Agency
Directives Management System



U.S. Department of Homeland Security
Washington, D.C. 20472

FEMA

Director's Policy

No.
2-05

Date
November 8, 2005

SUBJECT: Harassment and Retaliation

1. The Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), prohibits harassment, reprisal, and all other forms of discrimination in employment in accordance with Title VII of the Civil Rights Act of 1964, as amended; the Age Discrimination in Employment Act of 1967; the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990; and the Civil Rights Act of 1991.

2. This Director's Policy statement supersedes Under Secretary's Policy Statement No. 1-04, Harassment and Retaliation, September 30, 2004.

3. This policy applies to all FEMA employees, managers, supervisors, non-employees, and contractors while engaging in business at or visiting any FEMA facility/jurisdiction.

4. Harassment is any unwelcome verbal or physical conduct based on one of the Equal Employment Opportunity (EEO) protected bases (race, color, religion, sex, national origin, age (over 40), disability, and reprisal), that is so objectively offensive as to alter the conditions of one's employment where the conduct culminates in a tangible employment action or is sufficiently severe and or pervasive so as to create a hostile work environment. In addition to the EEO protected bases, claims of harassment based on sexual orientation, parental status and genetic information will be eligible for counseling and investigation; however, they are not statutorily covered under Title VII EEO regulations. Any decisions rendered in conjunction with the additional bases will be made by the Department of Homeland Security, Office of Civil Rights and Civil Liberties. Examples of prohibited harassment include, but are not limited to:

a. Making inappropriate comments or remarks regarding an individual because of their religion or national origin.

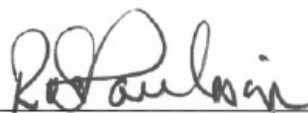
b. Continually scrutinizing, criticizing, or requiring tasks of an individual because of a protected basis while not treating a similarly situated employee in the same manner.

c. Making derogatory or intimidating references to an individual's mental or physical impairment.

d. Using racially derogatory words, phrases, or epithets, making gestures or demonstrations using pictures or drawings that would offend a particular racial or ethnic group.

Distribution: J(AllPersHqFld), and <http://cio.fema.net/rm/dm/current.html>

5. FEMA subscribes to and implements to the fullest, the requirements of: Title VII of the Civil Rights Act of 1964, as amended; the Age Discrimination in Employment Act of 1967; the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990; and the Civil Rights Act of 1991.
6. Public Law 107-174, Notification and Federal Employee Anti-Discrimination and Retaliation (NO FEAR) Act of 2002, also prohibits retaliation in discrimination and requires agencies to be accountable for anti-discrimination and whistleblower laws, while ensuring adequate posting regarding rights and responsibilities.
7. It is unlawful to retaliate in any way against individuals who have articulated concerns regarding unlawful harassment. Such prohibited conduct exposes not only FEMA, but individuals involved in retaliatory conduct to significant liability under the laws.
8. Managers and supervisors are responsible for exercising reasonable care to prevent and promptly correct any harassment. Failure to do so may increase personal liability for responsible officials and the Agency.
9. To seek redress, employees who believe they have been subjected to harassment or retaliation regarding any prohibited basis may report their allegation(s) directly to the FEMA Office of Equal Rights, Employee and Labor Relations staff within the Human Resources Division, or any Management Official. Management Officials who are notified regarding alleged harassment are obligated to notify the FEMA Office of Equal Rights.
10. Management has the responsibility to take prompt and effective remedial action when parts of harassment are received.
11. Employees who wish to pursue the EEO process are entitled to seek EEO counseling and should contact the FEMA Office of Equal Rights at (202) 646-3535, within 45 days from the time they reasonably became aware of such discrimination.
12. Managers and employees will be expected to work together to ensure that harassment and retaliation have no place within FEMA. I am committed to the prevention of harassment and retaliation within the Agency and will pursue this policy vigorously.



R. David Paulison
Acting Director

OFFICE OF EQUAL RIGHTS

U.S. Department of Homeland Security
500 C Street, S.W.
Washington, DC 20472



FEMA

YOUR RIGHT TO EQUAL OPPORTUNITY

Policy: *It is the policy of the Federal Emergency Management Agency (FEMA) to provide equal opportunity for all employees and applicants in every aspect of their employment and working conditions. FEMA supports the concept of affirmative employment to ensure that personnel policies and practices provide equal employment opportunity without regard to race, color, religion, national origin, sex, age, disability, or retaliation/reprisal.*

Complaints of discrimination may be filed by any FEMA employee, applicant for employment, who believes he/she has been discriminated against on the basis of one or more of the eight prohibited factors. Other protections (Sexual Orientation, Parental Status, and Genetic Information), are available but are not covered by Title VII and the Equal Employment Opportunity Commission (EEOC). Any decision regarding these protections will be rendered by the Department of Homeland Security, Office of Civil Rights and Civil Liberties.

- Race
- Color
- National Origin
- Sex (Sexual Harassment)
- Age (40 and up)
- Disability
- Religion
- Retaliation/Reprisal
- *Other Protections*
- Sexual Orientation, Parental, and Genetic

PRECOMPLAINT PROCESS:

1. **INITIAL CONTACT:** Employee or applicant for employment must contact the FEMA Office of Equal Rights within 45 calendar days of the alleged discriminatory incident for assignment of an EEO Counselor.

2. **COUNSELING:** The EEO Counselor will attempt to resolve the matter informally within 30 calendar days from the date of initial contact. Counseling may be extended up to 60 days if both parties agree. If the matter cannot be resolved, employees or applicants may file a formal complaint. Where applicable complainant may be offered Alternative Dispute Resolution (ADR) by the Agency. This technique is used to resolve matters at the lowest level possible. Pre-complaint processing may be extended up to 90 calendar days when utilizing ADR; however, ADR can be offered during any phase of the complaint process.

FORMAL COMPLAINT PROCESS:

3. **FILING:** Employee or applicant for employment may file a written formal complaint with the Director, Office of Equal Rights within 15 calendar days after the final counseling interview.

4. **ACCEPTANCE/DISMISSAL:** If the complaint is accepted, an investigator collects all relevant information pertaining to the complaint. If the complaint is dismissed, in part or whole, the complainant is provided, in writing, of the reason(s) for dismissal and informed of the right to appeal the decision.

5. **INVESTIGATION:** The agency shall develop a complete and factual record upon which to make findings on the matters raised by the written complaint. The investigation must be completed and the file provided to complainant within 180 days from filing the complaint.

6. **HEARINGS:** Within 30 days of receipt of the investigative file the complainant has the right to request a hearing or request an immediate final decision from the Agency. Complainant may request a hearing at any time after 180 days have elapsed from the filing of the complaint. Hearings are conducted by an Administrative Judge (AJ) appointed by the EEOC. At the discretion of EEOC, a mediation session may be attempted to resolve the matter prior to

hearing. The AJ must issue a decision within 180 days of a request for a hearing.

7. **FINAL DECISION OR FINAL ORDER:** A final agency decision or final order is issued by the Director, FEMA within 60 days of receiving the request for a decision, or within 60 days of the end of the 30 day period for complainant to request a hearing/decision and complainant does not request either, or within 40 days from receipt of an AJ's decision.

8. **RIGHT TO APPEAL TO EEOC:** If Complainant is dissatisfied with an Agency or AJ's dismissal, final action, or decision, s(he) may appeal to EEOC within 30 days of receipt of the dismissal, final action, or decision.

9. **CIVIL ACTION IN U.S. DISTRICT COURT:** Complainant may file a civil action in an appropriate U.S. District Court: in one of the following ways: (1) within 90 days of receipt of final agency action on an individual complaint, or final decision on a class complaint, if no appeal has been filed; (2) after 180 days from the date of filing an individual or class complaint if no appeal has been filed, and no final action on an individual complaint or no final decision on a class complaint has been issued; (3) within 90 days after receipt of the EEOC's final decision on an appeal; or, (4) after 180 days from the date of filing an appeal with EEOC if there has been no final decision by the Commission.

10. **CLASS COMPLAINTS:** Information on class complaints may be obtained from the Office of Equal Rights.

11. **INFORMATION:** To file a complaint or obtain information pertaining to the EEO complaints process contact:

FEMA
Pauline C. Campbell, Director
Office of Equal Rights
500 C Street, S.W., Room 407
Washington, D.C. 20472
(202) 646-3535

Director's Policy 3-05

U.S. Department of Homeland Security
Washington, D.C. 20472

Federal Emergency Management Agency
Directives Management System



FEMA

Director's Policy

No.	Date
3-05	November 8, 2005

SUBJECT: Sexual Harassment

1. The Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), is committed to maintaining a work environment that that is free from Sexual Harassment.

2. This Director's Policy Statement supersedes Under Secretary's Policy Statement No. 2-04, Sexual Harassment, dated September 30, 2004.

3. This policy applies to all FEMA employees, contractors, students, visitors and guests engaging in business at all FEMA facilities.

4. Title VII of the Civil Rights Act of 1964, as amended, prohibits sexual harassment. The Equal Employment Opportunity Commission guidelines governing sexual harassment, provide that:

a. Unwelcome sexual advances, requests for sexual favors, and other verbal and physical conduct of a sexual nature constitute harassment when: (1) submission to such conduct is made a term or condition of an individual's employment; (2) submission to or rejection of such conduct forms the basis of an employment decision affecting such an individual; or, (3) such conduct has the purpose or effect of interfering with work performance or creates an intimidating, hostile, or offensive work environment.

b. In addition to the obvious forms of sexual harassment, a wide range of more unwelcome subtle behaviors have been found to constitute sexual harassment because these behaviors could create a hostile or offensive work environment. These include; but are not limited to:

- Sexual teasing and innuendo
- Making propositions
- Jokes of a sexual nature
- Indecent or vulgar remarks/winking/whistling
- Staring/ogling that causes humiliation
- Posting sexually oriented pictures, cartoons or other visual materials that may be viewed as offensive
- Making sexual gestures with hands or body movements
- Deliberate touching, leaning, cornering, pinching
- Referring to an adult as honey, babe, sweetie, hunk, dear

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c. Electronic Mail (E-Mail) is an official form of communication provided only for official government use and should not be used for receipt or transmission of any written communication and/or cartoons of a sexual nature. Use of electronic mail in this manner is unacceptable and prohibited.

d. Internet access provided by the government is for official purposes only. It is unacceptable and prohibited to use government internet access to enter any web site containing material of a sexual nature. It is also unacceptable and prohibited to download or upload any material of a sexual nature from or to such a web site.

e. Storage and Reproduction (electronic or otherwise). It is prohibited to store and or reproduce any material of a sexual nature on a memory storage device or copy machine provided by the government (includes personal computers and lap tops).

5. It is unlawful to retaliate or take reprisal in any way against anyone who has articulated concern about sexual harassment or discrimination, whether that concern relates to harassment or discrimination against the individual raising the concern or against another individual. Such prohibited conduct exposes not only FEMA, but also individuals involved in such conduct to significant liability under the laws.

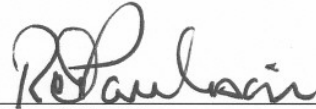
6. The FEMA Office of Equal Rights will assist by investigating and eradicating any form of sexual harassment or retaliation. In addition, complaints of harassment based on sexual orientation will be eligible for counseling and investigation; however, they are not statutorily covered under Title VII EEO regulations and any decisions rendered in conjunction with the subject bases will be made by the Department of Homeland Security, Office of Civil Rights and Civil Liberties.

7. Whenever allegations of sexual harassment occur, managers and supervisors must take immediate investigative and corrective action(s) in coordination with the Office of Equal Rights. Managers and supervisors should immediately contact the FEMA Office of Equal Rights for technical advice and to ensure that appropriate investigative action is undertaken. When an allegation is verified, appropriate corrective action will be promptly taken.

8. Employees who wish to raise concerns or desire more information regarding sexual harassment should immediately contact the appropriate management officials and/or the FEMA Office of Equal Rights for assistance.

9. Employees who wish to file an EEO Complaint based on Sexual Harassment should contact the Office of Equal Rights within 45 days of the incident.

10. I am fully committed to the prevention of sexual harassment within FEMA and will pursue this policy vigorously. I also expect senior executives, managers, and supervisors to share with me in advancing and vigorously enforcing this zero tolerance policy throughout the Agency.

A handwritten signature in black ink, appearing to read "R. David Paulison", written over a horizontal line.

R. David Paulison
Acting Director

Cultural Diversity

Valuing cultural diversity goes beyond meeting the legal standards of Equal Employment Opportunity or Affirmative Action. Diversity involves recognizing that people have differing beliefs, values, and methods of communicating. It involves utilizing the talents and capabilities of people from diverse backgrounds and with different experiences and values. FEMA is committed to attracting, retaining, developing, and managing a diverse workforce that mirrors the population at large.

Use the guidelines on the following pages to help you relate to others.

Guidelines for Relating to Others

Situation	Guidelines for Relating to Others
Relating to people from different cultural backgrounds	<ul style="list-style-type: none">• Start with the expectation that communication will be effective.• In working with people from a particular cultural group, be careful of any views you have formed about that cultural group based on prior knowledge or experience.• Because you perceive a cultural difference between you and another person, do not assume a language difficulty. For example, do not unnecessarily slow your rate of speech or change your words.• Observe nonverbal behavior to detect any difficulties a person may have understanding you.• Do not talk too long without having the person talk or without looking for a reaction from the person. The more time you spend on your own ideas, the more likely you will miss feedback from someone that you could use to adjust your actions.• Be careful of the words or phrases you use. You may unintentionally offend someone.• Be careful of the appearance of patronizing attitudes expressed in statements.• Be careful of gestures and behaviors, such as touching, that might be considered patronizing or might be misunderstood.• Do not tell jokes about cultural groups; they are offensive and inappropriate.

Situation	Guidelines for Relating to Others
Relating to people who are deaf or hearing impaired	<ul style="list-style-type: none">• When speaking with someone who is hearing impaired, face the person directly. Position yourself so that you are not directly in front of harsh light or a window. Your face will be difficult to see if it is silhouetted in bright light.• Not all people who are hearing impaired can lip-read, but many do. When speaking, use meaningful facial expressions and gestures to emphasize your intent and attitude. This substitutes for tone of voice. This is important even in the presence of a sign language or oral interpreter. Do not use exaggerated mouth movements or wild gestures. Do not change the subject without warning.• Not all people who are hearing impaired know or use a sign language. Do not assume they need an interpreter.• If using sign language or an oral interpreter, speak directly to the person who is hearing impaired, not to the interpreter. The interpreter is there to facilitate communication.• Keep your hands from covering your mouth when talking.• Do not shout when speaking. Use a normal tone of voice but do not restrict yourself to monosyllabic words.• If you cannot understand a person with a hearing impairment, do not be afraid to ask him or her to repeat. If this does not work, try paper and pencil.

Situation	Guidelines for Relating to Others
Speaking with people who have language difficulties	<p>One aspect of cultural differences arises in the area of language. Use the following tips when speaking with people who have language difficulties:</p> <ul style="list-style-type: none"> • Take your time to think about how you want to word your statements. • Think about what the person has said and look at nonverbal behavior to identify feelings and reactions to what you say. Look for feedback on how you are coming across. • Speak slowly and distinctly but not to the point of overdoing or appearing patronizing. • Avoid jargon, slang, or other word usage that may be confusing for a person not as experienced as you with the English language. • Be careful when using technical terms or acronyms that “everybody knows the meaning of.” Take time to explain these words if it is necessary to use them. • Pause between statements to give people time to think about what you said. Take time to repeat and summarize as you see the need. • Remember that nonverbal acknowledgment (for example, nodding the head) is not a positive indication that you are understood. Ask questions to obtain feedback and to determine if what you are saying is being understood. • Watch your tone of voice. Tone of voice can communicate impatience, irritation, or just being pressed for time, which will make people hesitant to communicate with you. • Check on the amount of information you are trying to cover. Do not provide too much at one time. Check to see how much is getting across. • If possible, supplement the information you are communicating with written information and visuals. Be sure to point out the link between what you are orally communicating and the printed or visual information. • Take the time to organize your thoughts before the discussion. Highlight the key points you wish to communicate.

Situation	Guidelines for Relating to Others
Speaking with people who have language difficulties	<ul style="list-style-type: none">• Position yourself so that you are paying full attention. Use eye-to-eye contact. Face the individual, square your shoulders, and sit or stand upright with good posture. Use nonverbal information to help the listener focus on and understand what you are saying. Avoid gestures or other behaviors that can be distracting.
Listening to people who have language difficulties (cont'd)	<ul style="list-style-type: none">• Acknowledge to yourself momentarily any initial reactions of confusion or difficulty in understanding, then put the reactions aside. Discipline yourself to pay attention.• Check your body to see that you are communicating attention. Establish eye contact, square and face your listener, and avoid distracting behavior.• Give people time to speak. Do not be in a hurry to talk back or answer questions.• Clarify what you think the person is saying. This gives the speaker and you time to think.• Observe body movements and facial expressions to get cues about what and how the person is speaking.• If appropriate, ask the person to write difficult words or phrases.• Encourage the person to speak slowly. Be sure to allow the speaker time to talk through his or her points.• Allow the speaker time to complete his or her thoughts even if it seems that time is being lost. You do not want to cut the speaker off, and you can always go back to clarify.• Try to learn a few words of the speaker's language, if appropriate. This shows willingness to be talking with the person and will encourage him or her to talk with you further.• Be sensitive if you must correct the speaker's pronunciation. Any correction taken as offensive could discourage the speaker.

Situation	Guidelines for Relating to Others
Relating to elderly people	<ul style="list-style-type: none">• Refer to age only when relevant.• Do not act amazed at the energy and accomplishment of elderly people. The expectations we have can positively or negatively influence their behavior.• See elderly people as individuals. Acknowledge accomplishments, experience, and perspectives they may have. Do not acknowledge elderly people differently than others.• Do not joke about age. Elderly people want to feel respect for their vitality and capability.
Respecting gender differences	<ul style="list-style-type: none">• Include all people in general references by substituting asexual words and phrases for man-words. For example, substitute “humankind” for “mankind.”• Use pronouns such as he or she to recognize both sexes.• Refer to women and men equally and make references consistent. Use parallel language when referring to people by sex. For example, refer to females over the age of 18 as women when you have referred to males over the age of 18 as men.• Grant equal respect to both women and men. Do not describe men by menial attributes or professional position or describe women by physical attributes or social position.• Be careful of gestures and behaviors, such as touching, that might be patronizing or misunderstood.• Do not tell ethnic jokes. Inappropriate joking or teasing may be offensive to some employees and create a hostile environment.• Don’t presume that menial tasks such as making coffee or taking lunch orders are to be performed by females or that physical tasks such as moving things are to be performed by males.

Situation	Guidelines for Relating to Others												
Relating to individuals with disabilities	<p>In relating to people with disabilities, sensitivity to language is important.</p> <p>Avoid using the following words and phrases:</p> <table> <tr> <td><i>Crippled</i></td><td><i>Sick</i></td></tr> <tr> <td><i>Invalid</i></td><td><i>Wheelchair-bound</i></td></tr> <tr> <td><i>Deformed</i></td><td><i>Deaf-mute</i></td></tr> <tr> <td><i>Deaf and dumb</i></td><td><i>Retard</i></td></tr> <tr> <td><i>Dummy</i></td><td><i>Crazy</i></td></tr> <tr> <td><i>Gimp</i></td><td></td></tr> </table>	<i>Crippled</i>	<i>Sick</i>	<i>Invalid</i>	<i>Wheelchair-bound</i>	<i>Deformed</i>	<i>Deaf-mute</i>	<i>Deaf and dumb</i>	<i>Retard</i>	<i>Dummy</i>	<i>Crazy</i>	<i>Gimp</i>	
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<i>Dummy</i>	<i>Crazy</i>												
<i>Gimp</i>													
	<p>Use the following acceptable terms:</p> <table> <tr> <td><i>People with disabilities</i></td><td><i>People with handicaps</i></td></tr> <tr> <td><i>People who use wheelchairs</i></td><td><i>People who are hearing impaired</i></td></tr> <tr> <td><i>People who are blind</i></td><td><i>People who are deaf</i></td></tr> <tr> <td><i>People who are paraplegics</i></td><td><i>People who are quadriplegics</i></td></tr> </table>	<i>People with disabilities</i>	<i>People with handicaps</i>	<i>People who use wheelchairs</i>	<i>People who are hearing impaired</i>	<i>People who are blind</i>	<i>People who are deaf</i>	<i>People who are paraplegics</i>	<i>People who are quadriplegics</i>				
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<i>People who are blind</i>	<i>People who are deaf</i>												
<i>People who are paraplegics</i>	<i>People who are quadriplegics</i>												
Relating to people who have difficulty with mobility	<p>Keep in mind when talking with people who use wheelchairs:</p> <ul style="list-style-type: none"> • Don't automatically hold on to the person's wheelchair. The wheelchair is considered part of the individual's body space. • Offer assistance but do not insist. • Do not be sensitive about using words like "running" or "walking." • When walking with someone who walks more slowly than you, walk <i>with</i> the person, not in front of him or her. • When giving directions to a location, be clear and specific, using the shortest and easiest route. 												

Situation	Guidelines for Relating to Others
Relating to people who are blind or visually impaired	<ul style="list-style-type: none">• If the person seems to need assistance, offer your services. If you need to guide a person who is blind through a door or to a chair, let the person take your arm and follow the motion of your body. Guide his or her hand or arm to the back of the chair.• Speak directly to someone who is blind or visually impaired. Do not shout. When you leave the room, say you are leaving.• Introduce others or have them introduce themselves. This will assist the individual in orienting himself or herself to the room and its occupants.• Don't avoid using the words "look" and "see." There are no reasonable substitutes.• When giving directions, do not use references a person cannot see — "over there" is not a good way of describing location. Use words that relate to the orientation of the person who is blind.• Do not play with a guide dog while it is "on duty." It is up to the person using the dog to decide if play is appropriate.• When you are guiding a person into a new or strange surrounding, you may want to describe special features or decorations.• Be prepared to read written information aloud or ask if the person would like a reader.

Confidentiality

Applicants for disaster assistance are protected by the Freedom of Information Act (FOIA) and the Privacy Act. That means JFO personnel are not allowed to release **any** information about applicants without their consent. For example:

- Names of applicants may not be given to reporters seeking to interview disaster victims.
- JFO employees may not verify that a specific individual has applied for assistance.
- JFO employees may not discuss the status of a specific individual's application.

If the person asking is following up on information supplied by an applicant, it may be inferred that the applicant already has waived his or her right to privacy. But **be careful!** Do not make any assumptions regarding the applicant's intent.

If you have any questions regarding information you can release, ask your supervisor for guidance. Remember you may get in trouble for withholding information about individual disaster victims. However, you could be personally sued for releasing it.

Dealing with the media

While working at a disaster, you may be approached by members of the media who would like to interview you or ask you questions. You should refer all members of the media to your supervisor or the External Affairs Office in Joint Information Center (JIC). A Public Affairs Officer in the JIC will direct the media to the person(s) best able to respond to specific inquiries.

If you are working for FEMA and are also a disaster victim, you may be approached by a reporter and asked to provide your personal story. If you talk to the reporter, you must...

- Respond only to inquiries regarding what happened to you and your family.
- Remember that you are not an official representative of FEMA to the media.
- Never discuss FEMA program or policy information.
- Ensure confidentiality requirements are not compromised.

Ethics

While working for FEMA you are representing the federal Government. As a federal representative, you must follow basic ethical guidelines. For example:

- Avoiding private gain from public service
- Avoiding preferential treatment
- Avoiding unauthorized use of government property

If you have any questions about the ethics of a situation, be sure to contact your supervisor.

You are required to attend a Government Ethics course which will be offered through the DFTO.



United States Office Of Government Ethics

The 14 General Principles - 5 CFR 2635.101(b)(1-14)

1. *Public service is a public trust requiring employees to place loyalty to the Constitution, the laws and ethical principles above private gain.*
2. *Employees shall not hold financial interests that conflict with the conscientious performance of duty.*
3. *Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information.*
4. *An employee shall not solicit or accept a gift or other item of monetary value from a prohibited source unless authorized to do so.*
5. *Employees shall put forth honest effort in the performance of their duties.*
6. *Employees shall not make unauthorized promises binding the Government.*
7. *Employees shall not use public office for private gain.*
8. *Employees shall act impartially and not give preferential treatment to any private organization or individual.*
9. *Employees shall protect and use Federal property for authorized activities.*
10. *Employees shall not engage in outside employment or activities that conflict with their official Government duties and responsibilities.*
11. *Employees shall disclose waste, fraud, and abuse to appropriate authorities.*
12. *Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations that are imposed by law.*
13. *Employees shall adhere to legal authorities providing equal opportunity for all Americans regardless of race, color, religion, sex, age or handicap.*
14. *Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards.*

Conditions of employment

The conditions of employment for Stafford Act Employees (SAEs), including salaries, benefits, and other general information, is explained in this section. SAEs are entitled to pay, including overtime, and other benefits ONLY as indicated in the table below.

Basic Pay

Reservists (Stafford Act Employees {SAE} or sometimes referred to as Disaster Assistance Employees- DAEs)

- Reservists are hired for a specific job.
- Salary level is based on the specific duties of the job for the appointment period.
- Reservists are paid on a when-actually-employed basis and receive pay only for the hours they work (including in-processing, orientation, and instructional meetings as well as out-processing required when being released from the workplace).
- The official station of record for reservists is the address of their residence. For compensation purposes, the official duty station is the workplace designated by the Federal Coordinating Officer (FCO).
- Salary remains the same during the entire appointment period unless the reservist is reassigned to a position at a different pay level.
- The regional or headquarters office where the reservist is appointed is responsible for initiating a request for a position change. All changes must be approved.
- Adjustments to reservists' salaries to reflect comparability pay actions by Congress are made automatically.

Conditions of employment (Continued)

Basic Pay

Local Hires

- Salaries for local hires are set at prevailing local rates. Pay rates are determined by using State employment statistics, as appropriate; different localities have different rates.
- Salaries are set at a rate not substantially higher than that previously earned by the SAE local hire in a comparable job within or outside FEMA.
- The salary of a local hire may be changed when the local hire is placed in the reservist cadre. However, the potential reservist's qualifications are not the determining factor for pay purposes. Rather, the salary level is based on the specific duties of the job in which the reservist will potentially be employed.
- The official duty station for local hires is the JFO, DRC or other disaster facility where they are assigned.

Night Differential

Reservists and Local Hires

Reservists and local hires are not eligible for night differential pay.

Overtime

Reservists and Local Hires

- Overtime is earned when a reservist works over 8 hours per day or over 40 hours per week.
- Overtime must be authorized in advance by the FCO or official designee.
- Reservists and local hires are not eligible for compensatory time.

Holidays

Reservists and Local Hires

- Reservists and local hires are paid at the regular rate for the first 8 hours and at the overtime rate for any additional hours worked on a holiday.
- If a reservist or local hire does not work on a holiday, he or she is not entitled to be paid for that day.

Conditions of employment (Continued)

Salary Limits

Reservists and Local Hires

Salary, including overtime, is paid only to the extent that the monetary reimbursement in any 1 calendar year does not exceed mandatory limitations.

Travel Pay

Reservists

- When a Reservist is directed to report to a disaster facility or location, it is considered an unscheduled and administratively uncontrollable event. Therefore the Reservist will receive compensation, including overtime, if applicable, for their time in travel status during travel to a disaster site and eight (8) hours compensation for the travel home. .
- During administratively controllable periods, reservists do not receive overtime compensation for travel. They do, however, receive up to 8 regular hours of compensation while in travel status.
- Travel status begins at the time the reservist departs from the common carrier terminal located at the point of destination.
- Reservists are paid for travel based only upon the method most advantageous to the Government.
- Reservists do not receive any compensation other than per diem and transportation expenses for traveling to or returning home from training.

Local Hires

Local hires do not receive compensation or transportation expenses for travel time from their residence to their workplace.

Travel Reimbursement

Reservists and Local Hires

Reservists and local hires are entitled to reimbursement of travel costs per diem when on approved duty more than 50 miles from their residence.

Conditions of employment (Continued)

Travel and Activation Within Commuting Area

Reservists

- Reservists living within a 50-mile radius of the disaster workplace, JFO, DRC or other disaster facility are not eligible for mileage allowance from their residence to the workplace and are not entitled to per diem. Exceptions may be granted on a case-by-case basis with written authorization.
- Reservists living within the general area of the workplace but in excess of the 50-mile radius are eligible for mileage allowance if they choose to return home daily in lieu of being lodged in a hotel. However, per diem is not paid if a reservist chooses to return home daily.

Local Hires

Local hires are not eligible for travel pay or per diem. If a local hire is required to travel on business more than 50 miles to the disaster site, the FCO may approve an exception.

Arrival at Disaster Sites

Reservists and Local Hires

Reservists and local hires arriving at the disaster site report directly to the Human Resources or Admin Office and fill out a personnel data card before contacting their supervisor.

Identification Cards

Reservists and Local Hires

Reservists and local hires are issued a FEMA identification card by the appropriate Regional Director, FCO, or the Security Office. The card is issued with an expiration date not to exceed the date of the current appointment period.

Conditions of employment (Continued)

Eligibility for Benefits

Reservists and Local Hires

Retirement: Many reservists and local hires are covered by the Social Security system; therefore, payroll deductions are regularly made to the Federal Insurance Contributions Act (FICA). Many reservists and local hires are not entitled to civil service retirement.

Health Benefits: Reservists and local hires are not eligible for Federal health benefits.

Life Insurance: Reservists and local hires are not eligible for Federal Employee Group Life Insurance.

Annual and Sick Leave: Reservists and local hires are not eligible for annual or sick leave.

Worker's Compensation: Reservists and local hires are covered by worker's compensation laws regarding job-related accidents.

Unemployment Compensation: Upon completion of assignment or termination, reservists and local hires may be eligible for unemployment compensation.

Check In/Out Procedures for the Disaster Workforce:

ADD (Automated Deployment Database)

The Automated Deployment Database (ADD) system is the database that contains the names of the disaster workforce along with their area/s of expertise. Employees are deployed through the ADD system. The names of the workforce employees rotate and as a name reaches the top of the list it becomes the next to be called for deployment. When needed, employees at the top of the list are called to verify their availability for immediate disaster assistance deployment. In order for SAEs (DAEs) to be deployed they must keep the status of their availability current. This is done by calling the toll-free ADD number.

The toll-free number is **1-888-853-9648**.

1. You must use a touch-tone telephone.
2. When you make your status “available”, your name will show up on a list of candidates who are available for disaster work.
3. Your status must be updated every 30 days.
4. You are required to make the call even if you are not available for deployment.
5. At the time you are released from deployment, you can state that your status is either “available” or “not available.”
6. REMEMBER: **Do not** self deploy. You must receive a call from the Automatic Deployment Database (ADD)

You must check in and out of the Automatic Deployment Database (ADD) when you are deployed to a disaster or duty station. As soon as you get lodging, you must call **1-888-853-9648** and check in. Provide the ADD operator with the following information:

1. Your Social Security Number
2. Job Number
3. Lodging phone number
4. Rental car information

When you arrive at the JFO or other duty station, you must first check in with the Administration/Finance or Planning Section. There you will be provided with a checklist of departments to see in setting yourself up for work. You may also fill out a "Check-In" form upon arrival and a "Check-Out" form when departing the disaster, or there may be a computer (web site) where one can check in or out of the operation.

Report to your supervisor after check in, make sure to call **1-888-853-9648** with any changed while deployed (e.g. lodging, phone number, rental car information, etc.) You will also be expected to call this number when you have returned home from the disaster or duty station.

Paperwork/Timesheet

How do I complete my timesheet?

Timesheets must be signed by your supervisor and turned into your Timekeeper by close of business Friday of Week 2 of each pay period.

The following information must be included on each timesheet:

- Employee name
- Pay period
- Employee Social Security number
- FEMA region
- Disaster number
- Program area
- Employee's and supervisor's signatures

A sample timesheet is provided on the following page for your reference.

In some cases, preparation of timesheets is a computerized process using a program such as Quick Time. Ask your supervisor for information on this.

Time Sheet

EMPLOYEE NAME: (Last, First)		SSN:	PAY PERIOD:	TIMEKEEPER:	FAX#:
HOME REGION:	DISASTER NUMBER:	PAY CATEGORY:	A S S I G N E D W O R K A R E A		
		DAE	FCO OFFICE	HS	IS
			MIT	IF	LOG

NOTE: Report time in TWENTY FOUR hr. format. If you work over 6 hours, you are required to take at least 30 minutes for lunch. Report actual travel time in the NOTE area at the bottom of the form & enter "*" under TR.

EMPLOYEE USE									FINANCE AND ADMINISTRATION USE ONLY						
SECTION I									SECTION II			SECTION III			
DATE	DAY	T R	ARRIVE		DEPART		LUNCH		TOTAL HOURS	REG TIME	OVER TIME	Status Start	Change End	Oath of Office	Days in Pay status
			Hrs	Min	Hrs	Min	Hrs	Min							
	MON														
	TUE														
	WED														
	THU														
	FRI														
	SAT														
WEEK 1 TOTALS----->															
	SUN											TC	WK 1	WK 2	Accounting Data
	MON														
	TUE														
	WED														
	THU														
	FRI														
	SAT														
WEEK 2 TOTALS----->												Tot:			

I certify that the hours cited above are correct.

Employee Signature	Date	Timekeeper	Supervisor-Printed Name	Supervisor Signature	Date

FEMA Form 30-50A [DAE/Local Hire]

NOTE:

Travel reimbursement

This section will provide you with some guidance with respect to travel while you are supporting a disaster response and recovery effort. Employees are reminded to check in with Finance and Administration Section and to ensure that they have a completed Travel Authorization.

General

- All travel must be approved in advance and performed in accordance with FEMA Manual 6200.1 and any CFO Bulletins. FEMA CFO Bulletins can be found at the FEMA Intranet site, <http://online.fema.net>, by clicking on the heading *Bulletin Boards*.
- FEMA Form 60-2 is used as the document authorizing travel. The Disaster Response Number is used to include all FEMA travelers on one travel authorization.
- Employees who have been on extended disaster assignment more than 4 weeks may be authorized to return to their residence at Government expense for a short rest period. Rental cars must be turned in and are not to be parked at the airport. Parking at the airport during a rest period will result in personal liability to the employee.
- At the JFO, work with the Travel Manager to prepare your voucher. Vouchers must be prepared and submitted no later than 2 weeks after an employee reports to a disaster response / recovery assignment and each 2-week interval thereafter.
- When you are released from your assignment, your final voucher may be prepared at the JFO before you leave. The Travel Manager will give you an envelope so you can mail in your final voucher with the remaining receipts, such as car rental, parking, gasoline. You should mail in your final voucher within 5 days of being released.
- According to the Federal Travel Regulations, FEMA travelers must purchase their tickets and make rental car and hotel reservations through the current designated Travel Management Center; National Travel at 800-294-8283.
- Personal calls to a traveler's residence are allowable, along with other eligible expenses, such as laundry (if you did laundry). Phone calls are allowable up to \$5/day and no more than \$15/week.
- Business calls may be claimed if they are pre-authorized, itemized and identified with the name of the person called.
- FEMA requires all original receipts for lodging, ATM transactions, rental cars, and other expenses that exceed \$75 (e.g., taxis), receipts for gas and oil for rental cars recommended.

General

- Employees may submit printed National Travel invoices in lieu of passenger coupons/receipts as long as the amount charged to the Government Travel Card is on the invoice, including the travel agency transaction fee.
- Failure to have vouchers signed by the appropriate official will delay reimbursement until a signature is obtained.

Lodging, Meals, and Incidental Expenses

- If the disaster declaration covers several counties, each county may have different lodging and per diem rates (per diem rate is based on the zip code of the TDY). Ask the travel section for the applicable per diem for where you are working or visit the following website: <http://www.gsa.gov/perdiem>. If a county is not listed, the standard CONUS rate of \$60 for lodging and \$39 for meals and incidental expenses (M&IE) will be used. The rates are effective from October 1 through September 30 of each fiscal year. Travelers should check after October 1 of each year to make sure the rates have not changed.
- If available, all vouchers must be prepared using the current Travel Manager version. Travelers must print the Accounting Detail sheet (sheet 3) and send it with their voucher. If you do not have access to this computer program, a member of the travel unit can prepare your voucher.
- All vouchers for travel funded by the Disaster Relief Fund (fund 6) will be reimbursed by "Split Pay." Under Split Pay, reimbursements for authorized travel (air, rail, bus) lodging, lodging taxes, rental vehicles, ATM fees and the TMC (transaction) fee charged by National Travel will be sent directly to the traveler's Government Travel Card account. The remainder of the reimbursement will be sent to the traveler's account by electronic funds transfer (EFT).
- Travelers must stay at commercial lodging establishments meeting the hotel/motel fire safety act.
- Employees who make reservations through National Travel Services by phone will be charged \$27.25 for domestic and \$36.25 for international flights. Reservations made by internet will be charged \$19.95 and hotel or rental car reservations only will be charged a transaction fee of \$8.00. These transaction fees are current as of August 2006 and are subject to change.
- National Travel / FEMAs internet site is at <http://www.nationaltravel.com/fema.html>. If you need a password, contact a National Travel agent. Travelers can update their profiles, obtain copies of invoices and be updated on the status of refunds at this internet site.

Lodging, Meals, and Incidental Expenses

- FEMA requires that lodging receipts show a zero balance. If for some reason the lodging establishment does not have this capability, employees must attach a copy of their paid Government Travel Card receipt or show other verification of proof of payment.
- Employees who secure long-term lodging arrangements (e.g., apartment rentals) are reminded that security deposits are not a reimbursable expense.
- If you share lodging with another FEMA employee, one or both may claim lodging cost. You must write the name of the person with whom you shared the room on the voucher. If both employees claim lodging, each employee must submit a lodging receipt.

Use of Government Travel Card and Automatic Teller Machine Withdrawals

- The Government Travel Card is provided to you to use only while you are in travel status. You are the only individual authorized to use the card, which must be used solely for official travel and travel-related business expenses. You must use the government travel card for your travel reservations (e.g., *airline ticket or train ticket*), your authorized rental car, and lodging. You may use the card for gasoline purchases, ATM and meals.
- Save all receipts from lodging, rental car, gas, and ATM usage. You may have to submit them along with your voucher for reimbursement. You will receive a monthly billing statement and you are responsible for promptly paying the remainder of the bill (the portion not paid directly to the credit card company by FEMA).
- Call the Credit Card Company immediately after receiving your bill if you realize you have been charged incorrectly. The company will send you the appropriate paperwork to sign within 5 days. You must sign and return the paperwork within 7-10 days after it is sent to you (not after you receive it, so check the date on the letter to you). In fact, it is best to fax the paperwork back to Credit Card Company to be certain they receive it. In most cases, the disputed amount will be deducted from your total bill pending resolution of the case.
- **IMPORTANT:** If the Credit Card Company does not receive the signed paperwork within this period of time, your dispute will be removed from their records and not processed.

Use of Government Travel Card and Automatic Teller Machine Withdrawals

- It is vital to monitor this process to be sure you have completed all the necessary forms and are following the correct procedures. Call the company with any questions.
- Remember, you are responsible for any amounts not disputed that are on your travel charge card bill so dispute a charge as soon as possible.
- Cards with non-payment for 60 days will be suspended. Cards with non-payment for 120 days will be cancelled and the Credit Card Company will assess an interest penalty which cardholders must pay at their own expense. FEMA does not reimburse any penalties.
- While in travel status and up to 2 days prior to official travel, employees may obtain cash from Automatic Teller Machines (ATMs), using their Government Travel Card.
- ATM withdrawals are limited to \$100 per week or \$400 per month for M&IE. Save your ATM receipts, so you can be reimbursed for the ATM charge (even if the machine you are using does not charge a fee the Credit Card Company may). The ATM fee is 1.25% of the amount withdrawn, including the ATM user fee. This amount may be claimed on your travel voucher. If an ATM assesses a separate user fee, this is also a reimbursable expense. Your allowable per diem will be included in your voucher reimbursement check.
- Citibank (the Government Travel Card Company as of August 2004) offers customers the chance to pay their bills by phone. The company charges \$7.95 for this feature, called Speed Pay. FEMA will not reimburse employees for this optional fee since it is a personal convenience.
- Internet access to Citibank: <http://www.cards.citidirect.com/welcome.asp>

Final Voucher

- Final vouchers will be prepared at the JFO before the employee returns home. Final vouchers must be signed by the appropriate approving official. Vouchers will be collected in the Travel Unit where they will be bar coded and sent to the Disaster Finance Center (DFC).
- FEMA permanent full-time employees (PFT) may have their regional approving officials sign their final vouchers. However, it will then become the responsibility of the PFT to forward his or her travel voucher to the DFC for processing.

Travel

- Commercial travel (airline, train) will be arranged through the FEMA authorized Travel Agency, National Travel. Their phone number is **1-800-294-8283**. When your ticket is issued, you will receive either an itinerary/invoice by email or FAX in a new format. To print out the full page you receive by email, go to the “Printer Friendly Page” at the top right of your screen. The itinerary will print out all the costs on one page.
- Employees who will be deployed for some time are not to purchase round-trip passenger transportation. Only one-way airline tickets may be purchased.
- If a traveler purchases an airline ticket at the counter instead of through National Travel, the entire cost of the airline ticket may be disallowed.
- Rental cars are limited to compact cars unless justification for a larger vehicle is documented on the travel voucher. Travelers will get the Government rate for rental vehicles. Travelers will not get comprehensive and collision coverage. Travelers will not accept refueling services offered by rental car companies. Travelers should be prudent and return cars to rental agencies with a full tank of gas. Travelers who are authorized a rental car should make a reservation through the FEMA travel agency (National Travel). This will ensure that rental car charges are within the Government negotiated rates. Travelers should not accept the gas purchases option.
- If you rent a vehicle to go to the disaster and use it to return home on an authorized home visit, you must turn in the vehicle to the rental agency upon arrival. You must obtain a new rental upon departure for the JFO. FEMA *will not* reimburse the cost of the rental car for the time it is parked at your home during a home visit.
- FEMA’s agreement with the rental car companies allows a government administrative rate supplement (GARS) of \$5 per day. It will be included in the total cost of your vehicle but should appear as a separate line item on your bill. This charge is reimbursable and will be paid by FEMA directly to the Credit Card Company as part of the split pay reimbursement.
- Travelers must report all accidents to the rental company and to the Safety or Security Officer if working at a JFO, DRC or other disaster facility. Failure to report an accident may result in the employee being charged with the cost of repairs to the rental vehicle.
- Car washes for rental cars *are not* a reimbursable travel expense.
- Employees on official travel will not be reimbursed for locksmith fees if they lock themselves out of their vehicles. Nor will travelers be reimbursed for the cost of making an extra set of keys for vehicles.

- The government cannot require you to use your Privately Owned Vehicle (POV). The allowable cost for driving a POV to and from a disaster will be limited to the comparable cost of the appropriate common carrier, and the comparison will be attached to the travel voucher.
- Mileage reimbursement rates as of January 1, 2006 are 44.5 cents per mile for privately owned automobile, \$1.07 cents per mile for privately owned airplane, and 30.5 cents per mile for privately owned motorcycle.
- Travelers can be reimbursed for excess baggage charges for official baggage only. Baggage charges for personal baggage are not a reimbursable expense.
- Reimbursement for parking for more than 1 day at the airport will be restricted to the cost of the parking but will not exceed the round-trip taxi fare from the residence to the airport. Cost comparison must be attached to the voucher for reimbursement.

Travel Manager Plus

- All travel vouchers will be prepared by the Travel Manager at the JFO.
- Employees need only to set up an appointment and bring their receipts. Once the vouchers have been prepared, employees will attach all receipts, have the vouchers signed by the appropriate approving official, and turn their vouchers in to the Travel Manager.
- Employees will be notified when the Travel Manager is open for business.
- Employees assigned to remote locations may submit handwritten vouchers.
- JFO Employees will be required to have a voucher prepared on Travel Manager Plus prior to their departure from the JFO. The final voucher, including any remaining charges such as rental car and gas, will be prepared and mailed to the JFO. The JFO will review the voucher, bar code it, and forward it to DFC for payment.

**If you have any questions regarding reimbursement for travel,
please contact the travel office.**

Personal safety

It is FEMA policy “to ensure that each FEMA employee's employment, and place of employment, are free from recognized hazards that are causing, or are likely to cause, death or serious physical harm.” Occupational Safety and Health Program Manual, FEMA Manual 6900.3.

FEMA is committed to providing a safe work environment for its employees. Below are a few safety tips to assist you maintaining a safe workplace:

- Comply with all FEMA and all Occupational Safety and Health standards.
- Immediately report all accidents (workers compensation and vehicular) to your supervisor and the JFO Safety Officer.
- When driving, always buckle up. Don't drink and drive.
- Be familiar with emergency procedures for fire, bomb threats, and severe weather alerts. Know your evacuation routes and nearest hospitals, and make all emergency numbers readily accessible.
- Keep floor areas dry and clean. Watch for extension cords, computer cables, and wiring, which may lead to a trip and fall injury.
- Do not lift or move heavy items without a material handling aid or assistance from another employee.
- Contact the JFO Safety Officer for additional information or safety training on safety related subjects.

JFO Security

FEMA is committed to ensuring that employees in a disaster area have a secure place to work. There is a Security Office at most disasters. It is staffed 24 hours a day. Below are some tips to help you maintain a secure workplace:

- Wear your FEMA badge at all times while in any disaster facility. This allows the security guards and other FEMA personnel to identify authorized personnel. Remove or cover your FEMA badge when you leave the facility. Report all lost or missing badges to FEMA Security.
- Never leave valuables (e.g., purses, wallets, checkbooks, jewelry) out in the open. Either keep them on you or place them in locked desk drawers, file cabinets, or somewhere else that is out of sight and secure.
- Report any missing property, government or personal, to the Security Group or your supervisor.
- Challenge strangers or personnel who are acting suspicious in your workspace. Ask for identification. If you are not satisfied with their answer, call for verification. It is better to be safe than sorry.
- Contact security if you are faced with a hostile or threatening customer or co-worker.

It is important to exercise good judgment in order to ensure your own personal security while at disaster. Below are some tips you should follow to keep yourself secure at all times:

- Never let strangers know where you are staying.
- Stay out of high crime areas. Contact the Security Office for identification of high crime areas in the community.
- Avoid using ATM machines at night. If you must...
 - Find one that is well lit with an unobstructed view. ATMs inside stores are the safest alternative.
 - Take someone with you to the ATM.
 - Be aware of your surroundings.
 - Complete your transaction quickly.

- Always have someone escort you to your car in parking lots and other areas which may be hazardous.
- Always look in and around your car before getting into it.
- Always lock your car when you are in it and when it is parked.
- Do not leave valuables in plain view when you leave your car. Lock them in the trunk.
- Contact the Security Office if you have any questions or concerns while deployed to the disaster.

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Section 8:

GLOSSARY:

WHAT IS “FEMA SPEAK”?

Glossary, Common Terms, and Acronyms

American Red Cross (ARC). A quasi-governmental agency whose mission is to provide humanitarian assistance during war and disaster. The ARC operates under a congressional charter and is supported by the public. Internationally, it operates in accordance with the Treaty of Geneva.

Applicant. An individual, family, State or local government, or private nonprofit organization applying for assistance as a result of a declaration of a major disaster or emergency.

Applicant Briefings. Meetings for all potential applicants for public assistance. The Governor's Authorized Representative conducts these meetings, which address application procedures, administrative requirements, funding, and program eligibility criteria.

Application Period. Period of time during which individuals and/or small business owners within a declared area can apply for assistance. This is typically 60 days from the date of declaration; however, it may be extended in cases of severe disasters.

Automated Construction Estimating (ACE). The computer system used to record electronically inspection information for real estate and personal property.

Catastrophic Event. The National Response Plan defines this as: any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic event could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to State, local, tribal, and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic events are Incidents of National Significance.

Community Relations. This part of the Emergency Response Team strives to help affected individuals and the communities where they live in understanding the relief process. Community Relations is an information collection and dissemination function that creates FEMA visibility and establishes confidence that disaster assistance is being delivered as quickly as possible. Community Relations involves identifying community and organization leaders, assessing needs, resolving or referring

problems, setting realistic expectations, and building a positive image of people helping people.

Congressional and Legislative Affairs (CLA). Situated in the External Affairs Office, provides the FCO with support in dealing with the Congressional delegation, coordinates with the Regions and with Headquarters and supervises the Congressional Member Specialists.

CONUS. Continental United States

Crisis Counseling (CC). A program under FEMA's Individual Assistance administered by the National Institutes of Mental Health. This program provides individual and group treatment procedures that are designed to improve the mental and emotional crises and their subsequent psychological and behavioral conditions resulting from a major disaster or its aftermath.

Damage Assessment. The process of determining the extent of damage and the amount of loss to individuals, businesses, the public sector, and the community resulting from a disaster or emergency event.

Declaration. The formal action by the President to make a State eligible for major disaster or emergency assistance under the Stafford Act.

Deductible. The fixed amount or percentage of any loss covered by insurance that is borne by the insured prior to the insurer's liability.

Defense Coordinating Officer (DCO). Supported and provided by the Department of Defense (DOD) to serve in the field as the point of contact to the Federal Coordinating Officer (FCO) and the Emergency Support Functions (ESFs) regarding requests for military assistance. The DCO and staff coordinate support and act as liaisons to ESF personnel.

Department of Homeland Security. Part of the primary mission of DHS is to prevent terrorist attacks in the United States, reduce the vulnerability of the US to terrorism, minimize the damage, and assist in the recovery from terrorist attacks that do occur in the US, and ensure that the functions of the agencies within the department that are not related directly to securing the homeland are not diminished or neglected. There four major directorates within DHS: Border and Transportation Security, Emergency Preparedness and Response, Science and Technology, and Information Analysis and Infrastructure Protection.

Disaster Assistance Employee (DAE). See Stafford Act Employee.

Disaster Assistance Programs. Programs available to aid disaster victims. Federal programs fall under Public Assistance and Mitigation, and Individual Assistance. Other agencies, such as the Small Business Administration, also provide disaster assistance programs.

Disaster Finance Center (DFC). A facility located which processes all financial transactions related to the disaster.

Disaster Finance Division. The Disaster Finance Division provides financial support and services for FEMA's Disaster Relief Fund, including disbursements, receivables, debt collection and financial statements.

Disaster Information Helpline. A toll-free number (1-800-621-3362) set up for disaster victims who have already applied for disaster assistance through FEMA or need general disaster information.

Disaster Information Support Center (DISC). The DISC consolidates, at one central location, designated Information System (IS) hardware, software, and related equipment for rapid shipment to support disaster response and recovery requirements as directed by FEMA authorities.

Disaster Recovery Center (DRC). A temporary facility, established in the disaster area, where disaster victims can obtain assistance information and apply for assistance.

Disaster Unemployment Assistance (DUA). Financial assistance and/or reemployment services to individuals who are unemployed as a result of a major disaster and who are ineligible for regular unemployment assistance (e.g., self-employed individuals).

Eligible Community. A community for which the Federal Insurance Administrator has authorized the sale of flood insurance under the National Flood Insurance Program.

Emergency. As defined in the Stafford Act, an emergency is any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety. The Act also includes authority for the President to direct Federal agencies to provide emergency assistance to save lives and protect property and public health and safety for emergencies other than natural disasters. The President may direct the provision of emergency assistance either at the request of a Governor or upon determination by the President that an emergency exists for which the primary responsibility for response rests with the United States.

Emergency Operations Center (EOC). The site from which State and/or local government officials exercise centralized direction and control in an emergency. The EOC also serves as a resource center and coordination point for additional field assistance. It also provides executive directives, interacts with State and Federal governments, and considers and mandates protective actions.

Emergency Response Team (ERT). An interagency team, consisting of the lead representative from each Federal department or agency assigned primary responsibility for an ESF and key members of the FCO's staff, formed to assist the FCO in carrying out response coordination responsibilities. The ERT provides a forum for coordinating the overall Federal response, reporting on the conduct of specific operations, exchanging information, and resolving issues related to ESF and other response requirements. ERT members respond and meet as requested by the FCO. The ERT may be expanded by the FCO to include designated representatives of other Federal departments and agencies as needed.

Emergency Response Team-Advance Element (ERT-A). The portion of the Emergency Response Team (ERT) that is the first group deployed to the field to respond to a disaster incident.

Emergency Response Team-National Element (ERT-N). A national "on-call" team that is ready to deploy to a large disaster. There are several different ERT-N teams and one team is on call each month. Each ERT-N has key staff assigned to fill all critical functions in the Joint Field Office. The primary purpose of the ERT-N is to assist with the response phase of the disaster operation. The ERT-N transitions the operation to the Region as soon as the situation has stabilized.

Emergency Support Function (ESF). The functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and maintain public safety. ESFs represent those types of Federal assistance that the State will most likely need because of the overwhelming impact of a catastrophic or significant disaster on its own resources and response capabilities or because of the specialized or unique nature of the assistance required. ESF missions are designed to supplement State and local response efforts.

Emergency Support Team (EST). Group located at FEMA Headquarters pending and during disasters and other events to coordinate information to the media and Congress, provide support to field operations and assess the need to augment FEMA regional resources with national assets and personnel from other Federal agencies.

Equal Employment Opportunity (EEO). A policy of equal opportunity and affirmative action in all aspects of hiring and employment.

Equal Rights Officer (ERO). Person designated to discuss perceived problems with employees and to assist employees who believe they have been denied the full benefit of equal opportunity as it applies to employment and hiring.

External Affairs. (ESF #15) Ensures that sufficient assets are deployed to the field to provide accurate, coordinated and timely information to affected audiences, including governments, media, the private sector, and the local populace.

Federal Coordinating Officer (FCO). The senior Federal official appointed by the President in accordance with the provisions of the Stafford Act to coordinate the overall response and recovery activities. The FCO represents the President for the purpose of coordinating the administration of Federal assistance activities in the designated area. Additionally, the FCO is delegated and performs responsibilities for the FEMA Director as well as those responsibilities delegated to the FEMA Regional Director.

Federal Emergency Management Agency (FEMA). FEMA is the lead agency in the Emergency Preparedness and Recovery Directorate of DHS tasked with responding to, planning for recovering from and mitigating against disasters. FEMA is responsible for the administration of disaster assistance programs.

Federal/State Meeting. A meeting of representatives from all Federal, State, and voluntary agencies offering programs for people and communities affected by the disaster.

FEMA-State Agreement. A formal legal document between FEMA and the affected State outlining the understandings, commitments, and binding conditions for assistance applicable as the result of the major disaster or emergency declared by the President. It is signed by the FEMA Regional Director, or designee, and the Governor.

Flood Insurance. Insurance coverage provided under the National Flood Insurance Program.

Governor's Authorized Representative (GAR). The person empowered by the Governor in the FEMA/State Agreement to execute, on behalf of the State, all necessary documents for disaster assistance and to evaluate and transmit local government, eligible private nonprofit facility, and State agency requests for assistance to the FEMA Regional Director following a major disaster or emergency declaration.

Hazard Mitigation (HM)(Mit). Any measure that will reduce or eliminate the long-term risk to life and property from a disaster event. Mitigation is the FEMA department that assists States, communities, and individuals with information and, if applicants are eligible, provides funds to protect their communities and homes from future damage.

Helpline. A toll-free number, 1-800-621-3362, set up for disaster victims who have already applied for disaster assistance through FEMA or who need general disaster information.

Home Repairs. Disaster loans or grants may be made available to homeowners to repair or replace homes damaged by the disaster. Home Repair Assistance is money to restore essential living areas to a habitable condition. The amount of the check is based on damages incurred, as determined by a FEMA inspection.

Housing Assistance (HA). FEMA administers the HA Program. If the applicant does not have insurance to cover temporary living expenses, then HA may provide funds for rental assistance to homeowners and renters whose homes have been damaged so severely that they cannot or should not be lived in. Homeowners may also receive money to repair their homes in order to make them safe, sanitary, and secure to live in. HA includes the mobile home program, and minimal repairs.

Incident Command System (ICS). A combination of facilities, equipment, personnel, procedures and communications, operating within a common organizational structure, with responsibility for managing assigned resources to effectively direct and control the response to an incident. Intended to expand or contract as a situation requires, without requiring a new, reorganized command structure.

Incident Period. The time interval stated in the FEMA/State Agreement during which a disaster-causing incident occurs. The incident period may be extended due to cascading effects or long-term recurrence of the same disaster.

Individual and Households Program (IHP). Federal assistance provided to families or individuals following a disaster or emergency declaration. Under a major disaster declaration, assistance to individuals and families is available through grants, loans, and other services offered by various Federal, State, local, and voluntary agencies.

Individual Assistance (IA). This includes those services and programs that benefit individuals, households, businesses, and farmers. FEMA's Individual Assistance programs include "Assistance to Individuals and Households" (providing for housing assistance and other needs), crisis counseling, legal services, disaster unemployment assistance, and referrals to other appropriate forms of aid. Other Federal agencies' Individual Assistance programs include: tax refund assistance (Internal Revenue Service), disaster loans (the Small Business Administration and Farm Service Agency), veterans' assistance (Veterans Affairs), and health and social security recipients' assistance (Health and Human Services).

Joint Field Office (JFO). The office established in or near the designated area to support Federal and State response and recovery operations. The JFO houses the FCO, the ERT, the State Coordinating Officer (SCO) and support staff.

Joint Information Center (JIC). A central point of contact for all news media at the scene of an extraordinary situation. News media representatives are kept informed of activities and events via public information officials who represent all participating Federal, State, and local agencies and who are collocated at the JIC.

Local Hire (LH). A person who is working within the disaster area and who has been hired locally as a temporary FEMA employee.

Major Disaster. Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion in any part of the United States that, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Mitigation. (See *Hazard Mitigation*.)

Mobile Emergency Response Support (MERS) Detachments.

Provide operational, logistical, and information systems support to the Joint Field Office and other emergency responses.

Mobile Home Assistance. FEMA may provide short-term rental or purchase of mobile homes or trailers to families or individuals who are eligible.

National Flood Insurance Program (NFIP). The federal program, created by an act of Congress in 1968, that makes flood insurance available in communities that enact satisfactory floodplain management regulations.

National Incident Management System (NIMS) A comprehensive, national approach to incident management that is applicable to all jurisdictional levels and across disciplines. The intent of NIMS is to:

- Be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity.
- Improve coordination and cooperation between public and private entities in a variety of domestic incident management activities.

National Processing Services Center (NPSC). The National Processing Services Center (NPSC) is responsible for processing registrations for assistance that have been filed by individuals affected by a disaster. This includes:

- Gathering and reviewing information in order to consider the eligibility of applicants who have been referred to the Disaster Housing Assistance program.
- Responding to the questions, concerns, and issues of those who have been referred to the Disaster Housing Assistance program.

- Maintaining records for individuals who have been referred to the SBA.
- Maintaining records for applicants who have been referred to the Individual and Households Program along with various other Federal, State, local, and voluntary agencies engaged in providing assistance to those individuals affected by a disaster.

National Response Plan (NRP). The National Response Plan (NRP) is an all-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of domestic incidents. It provides the structure and mechanisms for the coordination of Federal support to State, local, and tribal incident managers and for exercising direct Federal authorities and responsibilities.

National Response Coordination Center (NRCC). The NRCC is a multiagency center that provides overall Federal response coordination for Incidents of National Significance and emergency management program implementation. DHS/EPR/FEMA maintains the NRCC as a functional component of the HSOC in support of incident management operations.

National Teleregistration Center (NTC). Promotes a nationwide toll-free telephone number (1-800-621-FEMA) or (1-800-621-3362) that applicants can use to apply for disaster assistance.

Other Needs Assistance (ONA). Individual assistance program intended to meet the necessary expenses and serious needs of disaster victims. ONA operates within established grant limits that are funded through a 75% Federal/25% State cost share.

Participating Community. A community in which the administrator has authorized the sale of flood insurance. (See also *Eligible Community*.)

Permanent Full-Time (PFT). Permanent full-time FEMA employee.

Preliminary Damage Assessment (PDA). The damage assessment performed by Federal, State, and local representatives in disaster situations clearly beyond the recovery capabilities of State and local governments. PDAs are used to determine the extent of damage caused by the incident. Generally, PDAs are performed following an event but before a declaration. In the case of catastrophic events, however, the PDAs may be completed after the declaration.

Preparedness. Those activities, programs, and systems that exist before an emergency and that are used to support and enhance response to an emergency or disaster.

Project Worksheet (PW). Identifies the eligible work under the Public Assistance Program and prepares a quantitative estimate for that work. Synonymous with the term “Damage Survey Report”.

Public Affairs. See *External Affairs*.

Public Assistance (PA). Under a major disaster declaration, public assistance may be approved to fund a variety of projects, including:

- Debris clearance, when in the public interest, on public or private lands or waters.
- Emergency protective measures for the preservation of life and property.
- Repair or replacement of public roads, streets, and bridges.
- Repair or replacement of public water control facilities (dikes, levees, irrigation works, and drainage facilities).
- Repair or replacement of public buildings, utilities, and related equipment.
- Repair or restoration of public recreational facilities and parks.

Recovery. Activities traditionally associated with providing Federal supplemental disaster recovery assistance under a disaster declaration. These activities usually begin within days after the event and continue after the response activities cease. Recovery includes individual and public assistance programs that provide temporary housing assistance, grants, and loans to eligible individuals and government entities to recover from the effects of a disaster.

Recovery Centers. (See *Disaster Recovery Centers*.)

Region (and Regional Office). One of ten geographic areas of responsibility. Each has a central Regional Office. See map on page 2 of this document.

Regional Director. The Director of one of FEMA's ten regional offices and principal representative for working with other Federal Regions, State and local governments, and the private sector in that jurisdiction.

Regional Response Coordination Center (RRCC). The temporary operations facility for the coordination of Federal response activities until the JFO becomes operational. Coordination of operations shifts to the State EOC upon arrival of the ERT-A at that location. From that time forward, the RRCC performs a support role for Federal staff at the disaster scene.

Reservist. (See *Stafford Act Employee*.)

Response. Activities to address the immediate and short-term effects of an emergency or disaster. Response includes immediate actions to save lives, protect property, and meet basic human needs. Based on the requirements of the situation, response assistance will be provided to an affected State under the NRP using a partial activation of selected ESFs or the full activation of all ESFs to meet the needs of the situation.

Situation Report (SITREP). A summary of the disaster situation, status of operations, and identification of future priorities for response and recovery operations.

Small Business Administration (SBA). The SBA lends money to homeowners and renters at low interest rates to repair or replace homes and/or personal belongings not covered by insurance. The SBA also offers low-interest business loans to qualifying businesses and nonprofit organizations that suffered physical and/or economic injury damages/losses not covered by insurance.

Social Security Benefit Assistance. The Social Security Administration Regional Commissioner provides staff support to process Social Security claims, provide advice and assistance in regard to regular and survivor benefits payable through Social Security programs, process disaster-related death certificates, resolve problems involving lost/destroyed Social Security checks, make address changes, and replace Social Security cards.

Stafford Act. Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, signed into law November 23, 1988; amended the Disaster Relief Act of 1974, PL 93-288. A Federal statute designed to supplement the efforts of the affected States and local governments in expediting the rendering of assistance, emergency services, and the reconstruction and rehabilitation of devastated areas.

Stafford Act Employees (SAE). This term refers to the Reservists, CORE, and local hire personnel working within a disaster area. Also known as DAEs (Disaster Assistance Employees).

Standard Operating Procedures (SOPs). A set of instructions having the force of a directive and covering, without loss of effectiveness, those

features of operations that lend themselves to a definite or standardized procedure.

State Coordinating Officer (SCO). The person appointed by the Governor to act in cooperation with the FCO to administer disaster recovery efforts.

Veterans Benefit Assistance. The Department of Veterans Affairs (VA) provides a variety of disaster assistance specifically targeted to veterans and their survivors. These benefits include medical assistance; burial assistance; priority in acquiring VA-owned properties; health care supplies and equipment; prescription medications, and other medical items; and temporary use of housing units owned by the VA.

Voluntary Agency (VOLAG). Any chartered or otherwise duly recognized tax-exempt local, State, or national organization or group that has provided or may provide needed services to the States, local governments, or individuals in coping with an emergency or a major disaster.

Volunteer Organizations Active in Disasters (VOAD). The organization that brings together state voluntary organizations. Its purpose is to foster more effective cooperation, coordination, and communication between volunteer agencies and State and local governments.

FEMA Acronyms, Abbreviations and Terms

The FAAT List is a handy reference for the myriad of acronyms and abbreviations used within the federal government, emergency management and the first response community.

<http://www.fema.gov/plan/prepare/faat.shtm>

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Phone and Web Address List

FEMA TRAVELERS' REFERENCE PHONE & WEB ADDRESS LIST

DISASTER FINANCE CENTER

DFC Web Site <http://dfc.fema.net>
(Click on "TRAVEL" from the links listed on the left side of the page)

FEMA Disaster Travel HelpLine 800-310-3169

FEMA Disaster Travel Fax 540-542-5145

FEMA Disaster Travel E-mail FEMA-Disaster-Travel-Payments@dhs.gov

FEMA Disaster Finance Center Address for DHL:
Reminder: Use overnight delivery instead of U.S. Mail for faster delivery and tracking capability!

FEMA Disaster Finance Center
Attn: Travel Payments
19844 Blue Ridge Mountain Road
Mt. Weather, VA 20135
800-310-3169

CITIBANK

Citibank 800# 800-790-7206

Citibank Online <https://www.onlinestatements.cards.citidirect.com>

NATIONAL TRAVEL

National Travel 800# 800-294-8283

National Travel Web Site <http://www.nationaltravel.com>

Clip and tuck into your wallet or badge holder!

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DFC	
Online	http://dfc.fema.net/
Travel HelpLine	800-310-3169
Travel E-mail	FEMA-Disaster-Travel-Payments@dhs.gov
CITIBANK	
800#	800-790-7206
Web Page	http://www.onlinestatements.cards.citidirect.com
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